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# **The 1990 ARI Survey of Employers: Technical Manual/Codebook**



**October 1990**

**Manpower and Personnel Policy Research Group  
Manpower and Personnel Research Laboratory**

**U.S. Army Research Institute for the Behavioral and Social Sciences**

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<p>This is one of two reports produced to document the 1990 U.S. Army Research Institute for the Behavioral and Social Sciences Survey of Employers. The Survey of Employers was designed to obtain civilian employers' perceptions of the availability and importance of the skills and abilities that can be acquired by all first-term enlisted soldiers. These data are being used to develop a model of the influence employers' attitudes and practices may have on Army enlistments. Survey questionnaires were mailed to a stratified random sample of 2,145 presidents and chief executive officers of American businesses.</p> <p>This volume documents the methods used for the employer survey project. Technical appendixes include a data codebook, survey instrument, and administrative documents.</p>					
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## **The 1990 ARI Survey of Employers: Technical Manual/Codebook**

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## FOREWORD

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The 1990 U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) Survey of Employers is the first large-scale Army-sponsored survey to question America's employers about their perceptions of Army veterans as potential job applicants. Originally developed to support Army advertising campaigns that emphasize the civilian career relevance of Army training and experience, the research also provides timely information related to transition management planning. This survey was developed to gather information about employers' perceptions of the availability and importance of those general skills, abilities, and personal characteristics that may be acquired by first-term soldiers.

The survey is part of an ongoing program of research designed to enhance the quality of Army personnel. It is an essential part of the mission of ARI's Manpower and Personnel Policy Research Group (MPPRG) to conduct research to improve the Army's ability to effectively and efficiently recruit its personnel. The 1990 ARI Survey of Employers was sponsored by the U.S. Army Recruiting Command and the Office of the Assistant Secretary of Defense for Reserve Affairs' (OASD/RA) National Committee for Employer Support of the Guard and Reserve.

Results of the 1990 ARI Survey of Employers have been provided to the Deputy Chief of Staff for Personnel (on 1 June 1990); the Director, Program Analysis and Evaluation (DA, PA&E) (on 8 June 1990); the Commander, U.S. Army Recruiting Command (on 22 May 1990); the OASD/RA Director, National Committee for Employer Support of the Guard and Reserves (on 29 May 1990); and the Coordinator of The Advertising Council, Inc. (on 10 August 1990).



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## EXECUTIVE SUMMARY

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### Research Requirement:

To obtain information concerning the attitudes, perceptions, and awareness of private-sector employers about the skills, abilities, and other characteristics of first-term Army enlisted soldiers.

### Procedure:

The 1990 Survey of Employers was mailed to a stratified random sample of presidents/owners or chief executive officers of 2,145 private-sector businesses. In-person survey administrations were attempted with 109 additional employers. The survey collected information from the employers regarding evaluative judgments, behaviors, attitudes, and demographics.

Employers were asked to rate the importance of Army-acquired skills, abilities, and personal characteristics for entry-level success in their organizations. Employers also indicated to what extent they agreed enlisted Army veterans possess such skills and abilities and how Army veterans compare to job applicants in general.

Behavioral and attitudinal questionnaire items addressed personnel policies and practices that may affect veterans and their employability. Questions were asked about employer policies toward veteran applicants, final hiring decisions, attitudes toward veterans, and employment practices.

Demographic information was obtained for each employer from the Dun's Marketing Services' database. The sample was selected by first dividing all employers in the database into four size groupings by number of employees: 1-10, 11-100, 101-500, and over 500. Employers were then selected in proportion to the population for each employer type and region combination.

### Findings:

A total of 2,100 employers either received mailed surveys of were contacted by telephone in an attempt to schedule in-person administrations. Employers completed 722 surveys with an overall response rate of 34 percent. Each employer's data were weighted to reflect the total population of businesses contained in the Dun's Marketing database.

Data were obtained that provide a greater understanding of the attitudes and level of knowledge that American employers have about Army veterans. Overall, employers consistently consider attributes that can be acquired in the Army as important across all types of employers. However, smaller employers tend to rate the attributes as more important than larger employers.

Army veterans are believed to have a number of the attributes by 50 percent or more of the employers. Employers who actually employ veterans are more likely to agree that veterans have almost all of the skills and abilities. Few employers felt that veterans had less of any of the attributes than job applicants in general and many felt that veterans possessed more.

Only 20 percent of the businesses report that they provide any kind of formal job-skills training, with larger employers providing more training opportunities than small employers. Only one-third (33 percent) of American employers knew that 90 percent or more of Army new recruits entering since 1984 have had high school diplomas. Of particular significance, 57 percent of American employers have little or no knowledge about the skills and abilities of Army veterans working for their organizations.

#### Utilization of Findings:

The 1990 ARI Survey of Employers provides information to U.S. Army policymakers and personnel planners about an important influence on the recruiting market. Specifically, information obtained from employers about their attitudes and policies toward Army veterans augments the available information on enlistment trends. Results of the employer survey are being used to develop new recruitment advertising campaigns and to support programs to increase employer awareness of Army veterans' experience. Information is also being provided to high school guidance counselors, state employment agencies, and American businesses about those attributes that can be obtained in the Army.

# THE 1990 ARI SURVEY OF EMPLOYERS: TECHNICAL MANUAL/CODEBOOK

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## THE 1990 ARI SURVEY OF EMPLOYERS: TECHNICAL MANUAL/CODEBOOK

### Introduction

The purpose of this Technical Manual/Codebook is to document the procedures used to conduct the 1990 ARI Survey of Employers project. These procedures will be described in sufficient detail to allow users of the data to understand the process involved in each step of the project. This manual is organized into a number of sections and technical appendixes. This introductory section briefly describes the background of the 1990 ARI Survey of Employers. Remaining sections of this manual include information about questionnaire development, sampling plan, administration procedures, database development, and weighting and implications for statistical analysis. Technical Appendixes include a codebook index (Appendix A), an explanation of how to interpret a codebook page (Appendix B), the 1990 ARI Survey of Employer codebook (Appendix C), a copy of the survey questionnaire (Appendix D), and assorted administrative documents (Appendixes E to G).

### Background

The U.S. Army Research Institute for the Behavioral and Social Sciences (ARI) has conducted a number of research projects under the sponsorship of the U.S. Army Recruiting Command (USAREC) to develop new approaches for the recruitment of youth into the Army. One such approach emphasizes the value of Army service to civilian employers and focuses on those general skills, abilities, and personal characteristics that are important for success in both civilian and military settings regardless of the actual job that the person is performing. For example, the attributes of punctuality and dependability, working well with others, adapting to unusual work environments, and the ability to absorb training quickly are non-job specific skills and abilities that might be valuable to any employer.

The Army's marketing approach historically has targeted either college-bound youth with the Army College Fund and G.I. Bill benefits or work-bound youth with specific technical skills training for Army jobs. Today's new employer-related advertising attempts to attract youth by emphasizing the general kinds of skills, abilities, and personal characteristics that all first-term enlisted soldiers have the opportunity to acquire and employers value. This new marketing strategy appeals to a broad cross-section of youth (as college-bound youth will one day also be entering the job market) and cuts across all Army military occupational specialties.

The purpose of the Survey of Employers was to obtain information about what skills and abilities are valued by civilian employers and their opinions of whether or not such skills are possessed by Army veterans. Specifically, the survey was designed to meet the objectives to:

- (1) determine what skills and abilities are perceived as important for entry level success by American employers;
- (2) measure the extent that Army veterans are perceived as possessing skills and abilities valued by employers;
- (3) determine employment practices of civilian employers, and;
- (4) determine what differences exist among employer types, sizes, and corporate product (functional) area.

In addition to these specific objectives, the survey also ascertained a number of hiring decision and policy characteristics of American businesses that may be useful for marketing and recruiting purposes.

A separate report documents the analyses and results of the Employer Survey. Interested readers are referred to the Analysis of the 1990 ARI Survey of Employers (Schroyer, Hansen, Lerro, & Benedict; 1990).

#### Questionnaire Development

Development of the survey questionnaire content began with an examination of a 1984 survey (Levine, 1984) conducted for the Committee for Economic Development (CED). During the CED research effort, a sample of businesses was surveyed about skills and abilities important for success. The specific skills and abilities contained in the survey were those general characteristics that the CED determined were important to American businesses.

We selected subject-matter expert groups of first-term enlisted personnel from the Army, Navy, Marine Corps, and Air Force. Using the CED list as a reference, we obtained input about what skills and abilities should be included in the Army's Employer Survey questionnaire. These subject-matter expert groups were convened to refine the CED attributes and define new military-specific questionnaire content. A description of the group procedures follows.

#### Subject-Matter Expert Groups

Subject-matter expert group meetings were held with enlisted personnel nearing the completion of their first term of service with the Army, Navy, Marine Corps, and Air Force. Discussions were held with these servicemen and servicewomen to determine what elements of the original CED list might also be relevant to military jobs. These subject-matter expert groups were chosen to be representative of each service in terms of gender and ethnicity. In addition to junior enlisted personnel, a Non-Commissioned Officer (NCO) from each service was also asked to evaluate the CED list. These NCOs provided an additional check

of the authenticity of the job dimensions derived by the first-term group members. The NCOs did not participate in the group discussions and their evaluations were not included in the final analyses of the group data. A copy of the questionnaire given to the subject-matter experts is found at Appendix E. The group members were chartered to:

- (1) determine which skills in the CED list all first-term enlisted personnel are given the opportunity to acquire;
- (2) modify items whose wordings were not applicable to military jobs, and;
- (3) generate new items identifying skills acquirable in the military.

All group meetings followed the same general procedures. The service representatives were given a copy of the list of skills and abilities from the CED survey. Participants individually rated each skill on the degree that all first term enlistees would have the opportunity to acquire it. Participants were then divided into small discussion groups and asked to collectively review each skill, making yes/no consensus decisions about whether or not the skill was acquirable during first-term military service. The groups were also asked to modify any inappropriate wording of items and to add any additional skills not included in the original list. Facilitated discussions were then conducted to determine group consensus on whether to include each item, if modifications should be made to the items, and what new items should be added.

Each group session resulted in (1) items recommended to be dropped, (2) item modifications, (3) a list of skills to be added to the list for the operational survey, and (4) individual ratings of each skill item. Results of the group sessions were synthesized to develop the final Employer Survey questionnaire. The criteria for dropping items (listed in order of importance) included the: (1) proportion of Services who dropped the item (with a special emphasis in those dropped by the Army participants), (2) mean rating of the item from the individual ratings, (3) clarity of an item as determined from subject matter group comments, and (4) number and relevance of similar items included in each skill grouping.

All items dropped by at least three services were eliminated from the final questionnaire. Items dropped by at least two services were subjected to further examination. If the Army dropped an item or the overall mean rating was less than 3.1 out of 4, the item was eliminated. The final list of items was analyzed (i.e., clarity, skill grouping) and items were eliminated when appropriate. This process eliminated 20 of the original CED survey items (see Table 1). One entire skill grouping was eliminated (Mechanical and Lab Skills) and two groupings (Number Skills and Office Skills) were combined to form a group named Office/Number Skills.

Table 1

Items Dropped From Original CED List

- 
9. Types with good accuracy and speed
  10. Understands how mechanical equipment works well enough to diagnose problems
  14. Is able to help customers identify their needs, and tie sales efforts to those needs
  19. Visualizes how to type materials for best effect
  18. Consistently checks calculations, and corrects errors
  20. Is able to understand and use mechanical drawings, layouts, diagrams, etc.
  21. Maintains files so they can be easily found
  29. Skillfully operates calculators and adding machines
  38. Is able to make correct change for customer
  39. Is knowledgeable in grammar, punctuation, and meaning of words
  40. Is able to apply knowledge and skill in elementary science, e.g., basic chemistry, biology, etc.
  47. Is able to carry out functions involving formulas
  48. Detects incorrect spellings in material being processed
  49. Carries out careful, systematic experiments or analyses so work can be replicated easily
  53. Has a valid driver's license and can operate company vehicle
  54. Recognizes when a calculation is "out of line"
  57. Takes care to use proper English
  58. Is proficient in transcribing machine dictation
  61. Takes shorthand and transcribes notes with speed and accuracy
  63. Quickly locates items in alphabetical lists
-

Table 2

New Items Added to Original CED List

---

Displays dedication and loyalty to job and company

Shows respect for peers, subordinates and supervisor

Keeps physically fit and understands the importance of good health

Is able to adapt quickly to new situations and works well with newly formed groups

Is able to take on a leadership role when necessary and manage a group in completing a task

Acts responsibly in caring for company property

Is dependable

Displays self-confidence

Displays self-discipline in personal and work activities

---

The subject-matter expert sessions succeeded in creating an Army-specific and military related set of skills, abilities, and personal characteristics for inclusion in the Survey of Employers. All survey items were judged as being acquirable during first-term military service.

Other Survey Content

In addition to the skills and abilities items, additional questions were included to collect descriptive information about the employers and their organizational attitudes about and corporate policies toward both veterans and members of the Reserves and National Guard. These questions were provided jointly by the U.S. Army Research Institute, the U.S. Army Recruiting Command, and the Office of the Assistant Secretary of Defense's National Committee for Employer Support of the Guard and Reserves. A copy of the Employer Survey questionnaire is found at Appendix D.

Pretest of Survey

A draft survey was pretested with six hiring decision-makers in the Washington Metropolitan Area. The format of the questionnaire was tested, question comprehension and ease of following directions was ascertained, and the amount of time required to complete the survey was estimated. Minor wording and

response item changes were suggested during the pretest that were incorporated into the final questionnaire.

### Sampling Plan

The sample population of employers was drawn from a universe of approximately 6.7 million United States businesses listed in the Dun's Marketing data base as having one or more employees. Employers with multiple branches or locations were represented only by their headquarters location.

Because the total number of employers was too large for in-house processing and the cost estimates for Dun's Marketing processing of the data was prohibitive an alternative sample selection solution was developed. Dun's Marketing selected only those employers with the next-to-last digit of the Dun's identification number ending in a randomly chosen number (5). As the next-to-last digit of the Dun's number is randomly assigned and has no relationship to any corporate characteristics, the sample was not biased by the selection. This procedure resulted in the selection of 676,793 employers (or approximately 10% of the total companies). For sampling purposes, this randomly drawn 10% represents the population.

### Mail-Out Sample Selection

Three categorizations were made to draw the mail-out sample:

(1) Employer size - Each employer was categorized into one of four employer size groupings using the Dun's "employees total" variable that indicated the number of employees at all locations of any employer. The number of employees in the four size groups are 1-10, 11-100, 101-500, and 500+.

(2) Employer type - Each employer was categorized into one of nine major Standard Industrial Code (SIC) types using the 'Primary SIC Code' variable. The nine primary SIC types are:

- Agriculture
- Mining
- Construction
- Manufacturing
- Transportation, Communications, & Utilities
- Wholesale
- Retail
- Finance, Insurance, & Real Estate
- Services

(3) Region - Each employer was categorized by Federal Information Processing Standards (FIPS) code into one of five regions paralleling the five USAREC Recruiting Brigade boundaries. Because the FIPS code was not known for about 25% of the employers, a Statistical Analysis System (SAS) zip code file

was used to determine FIPS code by matching corresponding zip codes. For those cases where no match could be made by zip code or where a FIPS code could not be matched to a USAREC Brigade, region was defined as unknown. Thus, the final region variable consists of six categories (five recruiting brigades and an unknown region).

Table 3  
Sample Selection for Each Size Group

<u>Number of Employees</u>	<u>No. in 10% Sample</u>	<u>No. in Mail-Out Sample</u>	<u>Expected Response Rates</u>
1 - 10	570,257	833	.30
11 - 100	95,153	555	.40
101 - 500	9,011	455	.55
Over 500	<u>2,372</u>	<u>357</u>	.70
	676,793	2,200	

A stratified random sample with proportional allocation was drawn for each of the four employer size groups. Table 3 shows the number of employers in each size group, the number selected in the sample, and the expected response rates based on the earlier CED experiences. Within each size grouping, stratification was based on Recruiting Brigade location of the employer headquarters and primary SIC code. Simple random samples were drawn within each stratification cell, with the assumption that at least two employers were expected to respond within each cell.

Some population strata were formed by pooling employers across SIC codes to obtain the minimum of two expected respondents from each cell. For example, if the sampling fraction for a given recruiting area/employer type was .0037, the anticipated response rate was .30, and the cell population size was 900 employers, we could expect only one returned questionnaire out of each three mailed. Combining employers across SIC codes, the cell population could be increased to 2500 employers. Three returned questionnaires could then be expected from the nine employers randomly selected from the enlarged cell. Of course, the combination of SIC strata was accomplished by considering the types of businesses involved and the distribution of employers in the corresponding strata in the other employer size groups. The new groupings for the SIC strata were:



- (1) Agriculture, Mining, & Construction;
- (2) Manufacturing;
- (3) Transportation, Communication, Utilities, & Services;
- (4) Wholesale;
- (5) Retail, and;
- (6) Finance, Insurance, & Real Estate.

The new SIC groupings resulted in a 4 (Employee Size Group) X 6 (SIC Group) X 6 (Region) sampling design.

The following assumptions and sponsor requirements guided the sampling procedure:

(1) Analyses of differences in questionnaire response patterns between employer size groups were desired by the sponsor of the research;

(2) Overall estimates of population response parameters were desired by the sponsor of the research;

(3) The costs per sampling unit (employer) for mailing out questionnaires and data capture were the same across all strata;

(4) The variance of the responses to the questionnaire items was the same within all strata;

(5) The total number of employers in the population and the number of employers in each stratum could be accurately determined, and;

(6) The response or return rate would vary as a function of employer size not as a function of business type or location of employer. Based on the results of the CED project, it was anticipated that smaller employers would have a lower response rate than larger employers.

The degree of accuracy obtained with this sampling procedure is more than sufficient for the purposes of the research. In making comparisons among the employer size groups, sample sizes of 250 in each group generally allow a .12 difference in the proportion of responses between the highest and lowest group to be identified as statistically significant at the .05 level. For example, if the proportion responding "Yes" to a dichotomous yes/no question in the four size groups were .44, .48, .52, and .56 respectively, a chi-square test for proportion equality would be significant at the  $p < .05$  level. With more unevenly split proportions, differences in response proportions of .10 or more between the highest and lowest groups would be significant at the  $p < .05$  level. For example, if the proportion of employers in the four size groups responding "Yes" were respectively .15, .183, .217, and .25, the chi-square test would be significant at the  $p < .05$  level.

### In-Person Administration Sample

To address the issue of questionnaire administration format bias, a matched sample was drawn for in-person questionnaire administrations. This matched sample of employers was drawn (two from each of the four employer size groups) from the three largest standard metropolitan sampling areas (SMSAs) within each recruiting brigade. This sample of 120 employers (2 employers x 4 size groups x 3 SMSAs x 5 recruiting brigades) was independently drawn after the mail-out sample of 2200 employers was drawn. These employers were matched to the extent possible with corresponding employers that were part of the larger sample. In eight instances, not enough employers remained in particular cells to draw a matched case. Thus, the final in-person sample consisted of 112 employers.

In addition to comparing the response rates of the administration sample to the matched cases of the mail-out sample, differences in actual responses to questionnaire items were also compared. In this way it could be determined if the in-person administrations of the questionnaire yielded responses similar to the mailed surveys.

### Total Sample

The final Employer Survey sample consisted of 2312 employers. However, between the time when the sample was drawn and when the names and addresses were actually obtained from Dun's Marketing, 33 employers had gone out of business. In addition, 25 religious institutions were deleted from the list. Thus, the actual number of employers that were either contacted by phone or mailed a survey questionnaire totaled 2254.

### Administration Procedures

Surveys were mailed to 2145 employers and in-person administrations were attempted for 109 employers during January through March of 1990. The methods of administration for the mail-out sample and in-person sample are described next.

### Mailed Survey Administration

The mailed survey administration consisted of a four-wave mailing including (1) a pre-survey information letter to each employer in the sample; (2) a survey mailing with a transmittal letter mailed two days after the first letter; (3) a second survey mailing to non-responders with a transmittal letter mailed four and one-half weeks after the first survey mailing, and; (4) a follow-up mailing to responders including a copy of the survey results mailed after the survey results were analyzed. Copies of letters included in each mailing are found in Appendix F. Dun's Marketing generated mailing labels to be used for each wave that contained the name of the president or "President" if no name was listed, employer name, and employer street address. Labels also

contained the Dun's employer identification number in the upper right hand corner. For mailings that were returned because of an invalid address, another survey was mailed if the new address was given. One hundred and forty-three surveys were unusable because of bad addresses or the employers were out of business.

Approximately one week after the third mailing (the second survey questionnaire mailing), phone calls were made to 968 non-responding employers for whom telephone numbers could be found at the Library of Congress. The purpose of the phone calls was twofold: (1) to remind non-responders that a survey had been mailed to their organization and to ask them to respond, and (2) to document the reasons for non-response. Of the 968 employers called, only 366 calls got through to someone in the organization who was able to provide information on the status of the survey. In the remaining cases, it was usually impossible to directly contact the organization's president or CEO, especially in the case of larger employers and the person answering the phone had no knowledge of the survey. In some cases the president or CEO secretaries were often able to provide information about who in the organization actually received the survey. This person was usually someone in the personnel or human resources department. Of 366 employers contacted, 19% did not return the survey because they were out of business or the addressee was no longer with the organization and their mail was not opened. Thirty-two employers (9%) did not respond because they felt the survey did not apply to them (e.g., they were a one-person business, they did not have veterans working for them, etc.).

#### In-Person Administration

In-person administrations were conducted with those employers who were matched to a subsample of the larger mailed survey sample. The employers in the in-person administration sample were initially contacted by phone and given the same kind of information contained in the mailed sample transmittal letters. In many cases it was impossible to contact the president of the organization and the human resources director or personnel director was contacted. Of 98 employers contacted to participate in the study, 58 were administered the survey. Eleven employers were out of business and could not be contacted.

Survey administrators traveled to 15 cities (or SMSAs). When the person contacted agreed to the survey administration an attempt was made to conduct the survey when an administrator was scheduled to be in their city. When unable to meet with an administrator during the specified period employers were contacted later to schedule an alternative appointment at their convenience. Most of the employers who could not be scheduled during the original round of trips were unwilling to reschedule at another time. All participants were sent a reminder letter confirming the date and time of the administration and giving them the name of the administrator and a phone number to call in case of any changes.

### In-Person Administrator Training

Administrators participated in a two-day training session prior to certification as field administrators. This training consisting of an in-depth description of the research project to allow administrators to answer questions competently and to handle situations that could occur during the administrations in an informed and knowledgeable manner. The training included a complete description of the administration script (See Appendix G), how to handle questions that might arise, and general instructions on conducting successful administrations. Administrators rehearsed the script and completed a practice run with the HumRRO project director and an ARI representative before going to the field.

Administrators followed the assigned script, recording respondents' answers on the actual script rather than the survey booklets. After the administrations, administrators transferred the responses to optically scannable booklets containing the respondents' identification number printed on the cover. Data transfer was verified by a third party after the administrator returned to HumRRO.

### Data Control Procedures

Both mailed and in-person administration survey booklets were received daily throughout the administration period. The lithocode printed on the booklets, date received, and any problems (e.g., large amounts of missing data, comments written on the booklets) were recorded in a survey administration log. The first digit in the lithocode represents the wave of survey questionnaire mailing (1 = first mailing and 2 = second mailing) and the next four digits represent the randomly assigned employer identification number. Two sets of survey booklets were printed so that first-wave non-responders could be mailed a second survey booklet with the same identification number.

As surveys were recorded, they were visually checked for stray or inappropriate markings (e.g., check marks instead of circles, using pen instead of pencil). Any stray marks were erased and surveys with inappropriate markings were marked over with a magic marker that could be read by the Optical Mark Reader (OMR) used to scan the data.

### Response Rates

Table 4 presents the numbers needed for the response rate calculations. Response rates are calculated in two ways: (1) based on the number of surveys sent or administrations attempted and (2) based on the number of employers reached either by mail or phone. Table 4 also presents the breakout of surveys sent and responses for both the mail-out and administration samples. The "original sample size" category represents the total number of employers selected in the initial sample. Because a number of employers went out of business between the time the sample was

drawn and when the addresses were received and 25 religious institutions were not sent surveys the "valid sample size" category contains fewer cases. The "employers reached" category represents those employers in sample who actually received a mailed survey or were actually contacted by phone. The "surveys returned" category contains only those surveys that were completed and returned and those in-person administrations that actually took place. The "surveys used in analysis" includes those completed surveys that did not contain excessive missing data.

Table 4

Response Rate Calculation for Mail-Out and Administration Sample

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	Mail-out Sample	In-person Sample	Total Sample
Original Sample Size	2,200	112	2,312
Valid Sample Size	2,145	109	2,254
Employers Reached (Response Rate)	2,002 (33%)	98 (59%)	2,100 (34%)
Surveys Completed	664	58	722
Surveys Used in Analysis	581	57	638

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#### Database Development

##### Survey Control

All completed 1990 ARI Survey of Employer booklets were delivered to HumRRO International, Inc (HII) in Alexandria, Virginia for storage, preparation, and security control. Upon delivery by the U.S. Postal Service, HII personnel unpackaged and recorded (by survey lithocode) each booklet received from individual respondents. Each survey booklet was examined for light or extraneous marks and corrections made to facilitate the scanning process. The survey booklets were boxed and shipped to Data Recognition Corporation (DRC) in Minnetonka, Minnesota for the optical scanning process.

##### Optical Mark Reading Scanner Programming

The DRC programming staff examined the original survey booklets, identifying the data points (circles) on each survey page and the order of occurrence within logical survey items.

Data values were then assigned to each of the data points and the process of writing a program to look for marks in the selected data point locations commenced. In the ideal case, the scanning contractor and the sponsor should work together in assigning values to each of the items. For the best possible results, values were assigned during the questionnaire design phase. This insured that ambiguities and interpretations of responses were clarified by improving the layout of the questionnaire.

Once the program had been coded, a series of booklets were marked with special pens in order to verify that all individual data points and all possible combinations of data points could be accurately scanned and correctly translated into electronic format. After the accuracy of the item resolution had been established, the programmer added the code necessary to edit the contents of the survey. Specialized assembly language routines were used to deal with the reliability of the optical scanner in order to produce consistent results regardless of the quality of the pencil marks made by in the booklets by the survey respondents. The general concept of editing is that the overall reliability of the scanner is reduced when respondents have done a poor job of marking documents. The editing routines established the relative reliability of the scanning process by ascertaining the marking patterns used by individual respondents throughout their surveys.

After the document reliability programs had been customized to the Employer Survey, a series of actual surveys were scanned and the data examined in detail. Editing specifications were examined in light of the actual survey responses to determine whether the specifications held true. Specifications were then changed and reevaluated on the same data and a second set of actual surveys to check for validity.

#### Optical Scanning and Verification

All Employer Survey booklets were subjected to optical mark scanning and data reduction using a National Computer Systems Century Model 70 scanner. Damaged forms, misprinted optical mark coding identification information, and page size discrepancies automatically suspended processing until operators manually identified and corrected the problem.

During the scanning process, each completed survey booklet was uniquely identified by an identification number printed on the margin or edge of each page. These identification numbers allow for retrieval during post-editing or for examination of individual cases at any time.

#### Data Post-Edit Procedures

All 1990 ARI Survey of Employer questionnaires were subjected to a specialized editing program developed by DRC that transmitted to the quality assurance editing staff those surveys which were identified as having unreliable responses based on the

ARI and DRC specifications. Those surveys were then subjected to a visual audit, comparing scanned results to the actual responses recorded on the survey booklet.

The decision of whether or not to physically examine a particular survey booklet was based on a number of selection criteria, none of which by itself was sufficient to cause a visual audit. These routines have been developed over the past 10 years and reflect the accumulated experience of the DRC staff. The information, methodology, and techniques used in the concurrent editing and scanning process are considered to be proprietary. Differences were resolved by the items in question being corrected to match the actual response.

#### Determination of Valid Cases

Frequencies of missing data per respondent were generated to determine if surveys needed to be deleted from the weighting process because of missing data. As the questions of greatest research interest were those that asked employers to rate Army veterans in terms of their skills and abilities, excessive missing data on the agree/disagree or the more/same/less scales would be disqualifying. The agree/disagree scale asked employers to what extent they agreed or disagreed that Army veterans possessed each listed skill and ability. A more/same/less scale asked employers to rate Army veterans on each skill or ability compared to job applicants in general.

In determining how much missing data would be unacceptable, inter-correlations were obtained for the items on each scale, factor analyses were conducted, reliability coefficients were calculated, and part-whole analyses were made for each scale. These analyses demonstrated high inter-correlations between the scale items (ranging from  $r = .44$  to  $.69$ ). Reliability was high (.99 for the agree/disagree scale and .98 for the more/same/less scale) and part-whole correlations were also high. There was an observable difference in number of respondents answering at least 40% of the questions on any scale and those who answered only a few questions. Therefore, the criterion for including each respondent's data in the data set was defined as responding to at least 40% of the items on each scale. With responses to at least 40% of the items, an average "favorableness toward Army veterans" score could be calculated that would closely resemble the score if all items had been answered.

A total of 84 surveys were dropped because they did not meet the acceptance criterion. Seventy-six (76) of these respondents did not answer any of the items on the favorableness scales. The remaining sample consisted of 638 respondents (581 of the mailed sample and 57 of the in-person sample). For these 638 cases, survey data were merged with the Dun's Marketing variables for use in the analysis.

## Weighting and Implications for Statistical Analysis

One goal of this research was to develop national estimates of the opinions of American employers about Army veterans. A weighting procedure was developed that allowed these types of estimates to be made. The weighting procedure used accounted for unequal probabilities of being selected into the sample and differing response rates across employers. Weighting allowed us to (1) bring the sample data in line with population proportions and (2) account for differences in response rates across cells.

In meeting the first objective, sampled employers were selected in proportion to the population by region and employer business type within each employer size grouping. Thus, the sample reflects the exact number of employers within each size grouping. However, employers were not drawn in proportion to the population across the size groupings; they were selected based on the expected response rates in each grouping. Because it was suspected that fewer small employers would respond than large employers (that was in fact the case), the number of employers selected within each size grouping reflected the number of employers that needed to be sampled in order to arrive at approximately equal numbers of respondents in each category. Given that there are more small employers in the population than large employers, the smallest employee size respondents were given a greater weight than the larger employers.

In terms of the second objective, the variation in weights was due to differences in response rates across all cells in the sampling design. These weights are larger for those cells that have low response rates and smaller for those cells that have high response rates. Because actual response rates were lower than expected, post-stratification was needed to ensure that each cell contained at least one responding employer. Therefore, the SIC strata were condensed into three categories: (1) Wholesale and Retail, (2) Agriculture, Mining, Construction, & Manufacturing, and (3) Transportation, Communication, Utilities, Finance, Insurance, Real Estate, & Services. This resulted in respondents in all but 11 cells.

Calculation of Weights. The first weight, weighting up to the population, was calculated by using the formula  $k/p$  where  $p$  is the probability of selection and  $k$  is a constant. The probability of selection is equal to the number in the sample for each cell divided by the number in the population for each cell. The constant  $k$  was set to .163637 to adjust the smallest weight equal to 1. A second weight, correcting for non-response in the sample, was calculated by dividing the number of respondents in each cell by the number in the sample for each cell. A total weight was calculated by multiplying the population weight with the sample weight.

Implications for Statistical Analysis. Given the proportion of small businesses in the population, the Employer Survey weights vary substantially from one employer to another. With a



ratio of 1000 to 1, the national estimates are influenced by the design effect of the large weights assigned to the small employers relative to the large employers. Appropriate adjustments for this design effect is required if users desire to perform significance tests.

Any comparison of data between the four size groupings will be less affected by such biases. Because the sample was drawn in proportion to the population within each size group, the weights are more similar relative to those across size groups and the design effect is lessened. However, the differential weights caused by non-response and lower than anticipated response rates causes these comparisons to have less power than planned.

#### Database Construction

Two databases with different file formats were created for the 1990 ARI Survey of Employers. The first database, created in operating system (OS) format conforms to standard IBM file and data structure layout and is compatible for use with most standard operating systems. The majority of variables are arranged in the same sequence as they were encountered by the respondents as they read the survey, preceded by identifying and control information. Variables that were created from Dun's Marketing records and those variables required to document the weighting process have been appended to the original survey data elements.

A second database was constructed to conform to Statistical Analysis System (SAS) software requirements. Although the file layout for this database is identical to that of the OS database, extensive labeling and formatting options were exercised that simplify data analyses and more accurately document the output of research data processing.

Missing value codes. The following missing value codes are used to signify the occurrence of specific data conditions in the SAS dataset:

"."                      No Response/Missing in Dun's Database

This code is used to signify that no response was made to a particular survey item or when used in conjunction with a Dun's Marketing variable the code signifies that a data field was blank for a particular respondent.

"A"                      Multiple Response Error

This code for numeric data signifies the presence of more than one response to an item that requested only a single choice.

## Employer Codebook Composition

The 1990 ARI Survey of Employers codebook documents all survey variables: (1) self-reported, (2) derived from Dun's Marketing database elements, (3) editing/data control variables, and (4) calculated weights. The codebook also provides frequency distributions of response categories for each item by SAS dataset response codes. An index to the codebook is presented in Appendix A and a codebook interpretation guide is provided in Appendix B. The codebook containing all survey questionnaire items and all derived variables is presented in Appendix C.

The codebook also contains the physical file location of each survey variable on the "OS" formatted IBM-compatible database tape deliverable as well as the file location on the "SAS" formatted database tape deliverable.

### Presentation of Variables in Codebook

In keeping with the previous ARI codebook designs the 1990 Survey of Employers variable appear in the codebook in exactly the same order as they appeared in the questionnaire. The first few variables represent survey control information. These variables are followed by survey self-report items, Dun's Marketing-derived variables.

### Variable Naming Conventions

All Employer Survey variables contained in the questionnaire that collected respondent data are coded in order of appearance in the survey booklet starting with E001 and ending with E171.

Survey data control and survey demographic variables were assigned alphabetic names. For example, the identification number automatically assigned to each respondent's survey booklet by the Data Recognition Corporation scanner is named "DRCID", the unique booklet identification number is named "LITHOCODE", and the Dun's Marketing derived company size variable is named "EMPSIZE".

Administrative variables. The 1990 Survey of Employer was administered and returned to the contractor either by business reply mail or by the field administrators. To record who actually participated in the survey and to avoid including respondents in a second survey mailing, respondents were identified by a numerical lithocode printed on the survey booklets. To ensure the confidentiality of Employer respondents, a special ID variable was created on all data file deliverables. ID consists of a unique contractor determined numerical code linked to the original Dun's Marketing dataset.

### Contents of a 1990 Survey of Employers Codebook Page

Appendix B provides an example of the presentation of a 1990 Survey of Employers survey item. The illustration is explained

and references to page elements are provided in the text that follows.

Variable labels. The 1990 Survey of Employers codebook includes statements of each of the actual survey questionnaire items that conform closely to the exact wording used in the survey booklets. Only a few of the codebook statements do not conform exactly to the original survey wording and in those cases analysts can refer to the actual survey instrument contained in Appendix D of this manual.

Descriptive variable information. Information is provided in the codebook that is specific to each survey variable. Each variable has codebook entries that (a) direct the user to the variable's file location in both the OS and SAS datasets, (b) list the response alternatives and corresponding SAS values, and (c) provide counts and percentages of responses for each value.

## References

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# APPENDIX A

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N/A	MISSDOT	NUMBER OF MISSING/MULTIPLE RESPONSES	C-175
N/A	WAVE	WAVE OF MAILING SURVEY RECEIVED	C-176
N/A	FSIC	POST-STRATIFIED SIC CODE	C-177
N/A	NUMPOP	# OF CASES IN CELL FOR POPULATION	C-178
N/A	NUMSAMP	# OF CASES IN CELL FOR SAMPLE	C-179
N/A	NUMRESP	# OF CASES IN CELL FOR RESPONDENTS	C-180
N/A	WGHTPOP	WEIGHT UP TO POPULATION	C-181
N/A	WGHTSAMP	WEIGHT UP TO SAMPLE	C-182
N/A	WGHTTOT	TOTAL WEIGHT, WGHTPOP * WGHTSAMP	C-183
N/A	B_INDIC	SMALL/MINORITY BUSINESS INDICATOR	C-184
N/A	DBSMSA	D&B SMSA CODE	C-185
N/A	ESIZE	EMPLOYEE SIZE GROUP	C-186
N/A	NSIC	RE-GROUPED 6 LEVEL SIC CODE	C-187
N/A	REGION	BRIGADE REGION	C-188
N/A	SAMPLE	INTERVIEW/MAIL-OUT MATCHED PAIRS	C-189
N/A	SCODE	ESTIMATED/RANGE SALES VOLUME CODE	C-190
N/A	SIC	ORIGINAL SIC CODE GROUPINGS	C-191
N/A	STATUS	HEADQUARTERS OR SINGLE LOCATION COMPANY	C-192
N/A	STYPE	MAIL-OUT OR INTERVIEW SAMPLE	C-193
N/A	SUBSID	SUBSIDIARY OF ANOTHER COMPANY	C-194
N/A	SVOL	SALES VOLUME	C-195
N/A	TCODE	ACTUAL/RANGE OF TOTAL # EMPLOYEES CODE	C-196
N/A	TEMPL	TOTAL # OF EMPLOYEES	C-197

## APPENDIX B

### Interpretation Page for Codebook

①  
THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY? ③

② — E001 — DEPENDABILITY

RAW DATA				SAS DATASET POSITION
④	COLS	LENGTH		
	0017-0018	2		⑤
⑥	⑦	⑧	⑨	
FREQ	PERCENT	VALUE	MEANING	
593	92.9	5	VERY IMPORTANT	
39	6.1	4		
4	.6	3		
1	.2	1	NOT AT ALL IMPORTANT	
1	.2	.	MISSING	
638	100.0	TOTALS		
⑩	⑩			

⑪ — LOCATION IN SURVEY  
0001A

⑫

## CONTENTS OF A CODEBOOK PAGE

- 1 Codebook title.
- 2 Variable name.
- 3 Statement of survey item. In some instances, item wording has been modified to be more interpretable as a stand-alone item on a codebook page. See the actual survey instrument for exact wording of items. A descriptive label is provided for variables which are not survey items.
- 4 Location of the item on the OS data file: column number and length.
- 5 Position of the variable on the SAS data file.
- 6 Counts of responses across response values.
- 7 Percentage of total responses represented by each value.
- 8 Actual (or recoded) response values.
- 9 Explanation of the response value codes. Special codes were used to denote the various types of missing values: Derived values (i.e., "." and "A") were developed to denote missing values and multiple response errors.
- 10 Total of response frequencies and percents.
- 11 Question number in survey questionnaire.
- 12 Codebook page number.

## APPENDIX C

### Codebook

#### THE 1990 ARI SURVEY OF EMPLOYERS

ID - ASSIGNED ID NUMBER

RAW DATA	
COLS	LENGTH
0001-0004	4

SAS DATASET POSITION
1

LOCATION IN SURVEY
HEADER

THE 1990 ARI SURVEY OF EMPLOYERS

LITHO - SURVEY ASSIGNED ID NUMBER

RAW DATA	
COLS	LENGTH
0005-0009	5

SAS DATASET POSITION
2

THIS IS A CONTINUOUS VARIABLE. RESPONSE CATEGORIES ARE TOO NUMEROUS FOR FREQUENCY REPORTING.

LOCATION IN SURVEY
HEADER

THE 1990 ARI SURVEY OF EMPLOYERS

URCID - DATA RECOGNITION ASSIGNED ID NUMBER

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0010-0016	7	3

THIS IS A CONTINUOUS VARIABLE. RESPONSE CATEGORIES ARE TOO NUMEROUS FOR FREQUENCY REPORTING.

LOCATION IN SURVEY
HEADER

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E001 - DEPENDABILITY

RAW DATA

COLS	LENGTH
0017-0018	2

SAS DATASET POSITION
4

FREQ	PERCENT	VALUE	MEANING
593	92.9	5	VERY IMPORTANT
39	6.1	4	
4	.6	3	
1	.2	1	NOT AT ALL IMPORTANT
1	.2	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001A



THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E002 - DISPLAYS ENTHUSIASM IN DOING WORK WELL

RAW DATA

COLS	LENGTH
0019-0020	2

SAS DATASET POSITION
5

FREQ	PERCENT	VALUE	MEANING
347	54.4	5	VERY IMPORTANT
242	37.9	4	
44	6.9	3	
3	.5	2	
1	.2	1	NOT AT ALL IMPORTANT
1	.2	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001B

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E003 - USES GOOD JUDGMENT IN SETTING WORK PRIORITIES TO MEET  
DEADLINES AND SCHEDULES

RAW DATA

COLS	LENGTH
0021-0022	2

SAS DATASET POSITION
6

FREQ	PERCENT	VALUE	MEANING
347	54.4	5	VERY IMPORTANT
226	35.4	4	
54	8.5	3	
9	1.4	2	
1	.2	1	NOT AT ALL IMPORTANT
1	.2	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001C

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E004 - ABLE TO DEFINE A PROBLEM AND DETERMINE THE SOLUTION

RAW DATA

COLS	LENGTH
0023-0024	2

SAS DATASET POSITION
7

FREQ	PERCENT	VALUE	MEANING
247	38.7	5	VERY IMPORTANT
238	37.3	4	
126	19.7	3	
20	3.1	2	
4	.6	1	NOT AT ALL IMPORTANT
2	.3	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001D

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E005 - DISPLAYS SELF-CONFIDENCE

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0025-0026	2	8

FREQ	PERCENT	VALUE	MEANING
213	33.4	5	VERY IMPORTANT
260	40.8	4	
148	23.2	3	
10	1.6	2	
4	.6	1	NOT AT ALL IMPORTANT
3	.5	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001E

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E006 - WORKS COOPERATIVELY WITH PEOPLE OF DIFFERENT PERSONALITIES,  
RACE AND SEX

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0027-0028	2	9

FREQ	PERCENT	VALUE	MEANING
435	68.2	5	VERY IMPORTANT
155	24.3	4	
38	6.0	3	
5	.8	2	
3	.5	1	NOT AT ALL IMPORTANT
2	.3	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001F

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E007 - IS ABLE TO ABSORB TRAINING QUICKLY

RAW DATA

COLS	LENGTH
0029-0030	2

SAS DATASET POSITION
10

FREQ	PERCENT	VALUE	MEANING
252	39.5	5	VERY IMPORTANT
284	44.5	4	
94	14.7	3	
5	.8	2	NOT AT ALL IMPORTANT
1	.2	1	
2	.3	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001G

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E008 - ADJUSTS PRIORITIES IN LIGHT OF NEW CIRCUMSTANCES

RAW DATA

COLS	LENGTH
0031-0032	2

SAS DATASET POSITION
11

FREQ	PERCENT	VALUE	MEANING
199	31.2	5	VERY IMPORTANT
283	44.4	4	
133	20.8	3	
18	2.8	2	
3	.5	1	NOT AT ALL IMPORTANT
2	.3	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001H

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E009 - RECOGNIZES POTENTIAL PROBLEMS AND TAKES CORRECTIVE ACTION

RAW DATA

COLS	LENGTH
0033-0034	2

SAS DATASET POSITION
12

FREQ	PERCENT	VALUE	MEANING
247	38.7	5	VERY IMPORTANT
268	42.0	4	
99	15.5	3	
17	2.7	2	
3	.5	1	NOT AT ALL IMPORTANT
4	.6	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q0011



THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E010 - DISPLAYS DEDICATION AND LOYALTY TO JOB AND COMPANY

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0035-0036	2	13

FREQ	PERCENT	VALUE	MEANING
365	57.2	5	VERY IMPORTANT
199	31.2	4	
66	10.3	3	
5	.8	2	
2	.3	1	NOT AT ALL IMPORTANT
1	.2	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001J

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E011 - PROFITS FROM CONSTRUCTIVE PERFORMANCE FEEDBACK

RAW DATA

COLS	LENGTH
0037-0038	2

SAS DATASET POSITION
14

FREQ	PERCENT	VALUE	MEANING
272	42.6	5	VERY IMPORTANT
295	46.2	4	
64	10.0	3	
2	.3	2	NOT AT ALL IMPORTANT
3	.5	1	
1	.2	.	
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001K

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E012 - STICKS WITH TASK UNTIL IT IS COMPLETED, IN SPITE OF  
DISTRACTIONS

RAW DATA

COLS	LENGTH
0039-0040	2

SAS DATASET POSITION
15

FREQ	PERCENT	VALUE	MEANING
291	45.6	5	VERY IMPORTANT
274	42.9	4	
65	10.2	3	
6	.9	2	
2	.3	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001L

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E013 - COMES UP WITH ALTERNATIVE APPROACHES WHICH LEAD TO A  
SOUND CONCLUSION

RAW DATA

COLS	LENGTH
0041-0042	2

SAS DATASET POSITION
16

FREQ	PERCENT	VALUE	MEANING
156	24.5	5	VERY IMPORTANT
293	45.9	4	
152	23.8	3	
30	4.7	2	
5	.8	1	NOT AT ALL IMPORTANT
2	.3	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001M

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E014 - DISPLAYS SELF-DISCIPLINE IN PERSONAL AND WORK ACTIVITIES

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0043-0044	2	17

FREQ	PERCENT	VALUE	MEANING
298	46.7	5	VERY IMPORTANT
263	41.2	4	
70	11.0	3	
?	.5	2	NOT AT ALL IMPORTANT
3	.5	1	
1	.2	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001N

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E015 - PARTICIPATES AS A TEAM MEMBER

RAW DATA

COLS	LENGTH
0045-0046	2

SAS DATASET POSITION
18

FREQ	PERCENT	VALUE	MEANING
383	60.0	5	VERY IMPORTANT
196	30.7	4	
50	7.8	3	
5	.8	2	
1	.2	1	NOT AT ALL IMPORTANT
2	.3	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.0	TOTALS	

LOCATION IN SURVEY
Q0010

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E016 - STRIVES TO TAKE ON INCREASED RESPONSIBILITY

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0047-0048	2	19

FREQ	PERCENT	VALUE	MEANING
172	27.0	5	VERY IMPORTANT
291	45.6	4	
154	24.1	3	
15	2.4	2	
3	.5	1	NOT AT ALL IMPORTANT
3	.5	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001P

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E017 - FOLLOWS PRESCRIBED SAFETY STANDARDS

RAW DATA

COLS	LENGTH
0049-0050	2

SAS DATASET POSITION
20

FREQ	PERCENT	VALUE	MEANING
405	63.5	5	VERY IMPORTANT
147	23.0	4	
66	10.3	3	
12	1.9	2	
7	1.1	1	NOT AT ALL IMPORTANT
1	.2	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001Q



THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E018 - IS ABLE TO ASSEMBLE AND/OR OPERATE TOOLS OR EQUIPMENT  
USED ON THE JOB

RAW DATA

COLS	LENGTH
0051-0052	2

SAS DATASET POSITION
21

FREQ	PERCENT	VALUE	MEANING
211	33.1	5	VERY IMPORTANT
192	30.1	4	
137	21.5	3	
56	8.8	2	
39	6.1	1	NOT AT ALL IMPORTANT
3	.5	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001R

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

EO19 - MAKES IT A PRACTICE TO FOLLOW UP ON THINGS TO BE SURE  
THEY GET DONE

RAW DATA

COLS	LENGTH
0053-0054	2

SAS DATASET POSITION
22

FREQ	PERCENT	VALUE	MEANING
310	48.6	5	VERY IMPORTANT
237	37.1	4	
79	12.4	3	
7	1.1	2	
3	.5	1	NOT AT ALL IMPORTANT
2	.3	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q0015

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E020 - IS WILLING TO PUT IN EXTRA TIME AT WORK

RAW DATA

COLS	LENGTH
0055-0056	2

SAS DATASET POSITION
23

FREQ	PERCENT	VALUE	MEANING
204	32.0	5	VERY IMPORTANT
254	39.8	4	
148	23.2	3	
25	3.9	2	
6	.9	1	NOT AT ALL IMPORTANT
1	.2	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001T

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E021 - ASKS PERTINENT QUESTIONS WHICH YIELD THE INFORMATION NEEDED

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0057-0058	2	24

FREQ	PERCENT	VALUE	MEANING
243	38.1	5	VERY IMPORTANT
283	44.4	4	
97	15.2	3	
8	1.3	2	NOT AT ALL IMPORTANT
2	.3	1	
5	.8	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001U

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

EO22 - ACTS IN A PROFESSIONAL MANNER

RAW DATA

COLS	LENGTH
0059-C060	2

SAS DATASET POSITION
25

FREQ	PERCENT	VALUE	MEANING
337	52.8	5	VERY IMPORTANT
211	33.1	4	
78	12.2	3	
5	.8	2	
2	.3	1	NOT AT ALL IMPORTANT
5	.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001V

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E023 - LISTENS CAREFULLY TO INSTRUCTIONS AND CARRIES THEM OUT

RAW DATA

COLS	LENGTH
0061-0062	2

SAS DATASET POSITION
26

FREQ	PERCENT	VALUE	MEANING
414	64.9	5	VERY IMPORTANT
192	30.1	4	
25	3.9	3	
2	.3	2	
5	.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001W

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E024 - IS PUNCTUAL IN GETTING TO WORK

RAW DATA

COLS	LENGTH
0063-0064	2

SAS DATASET POSITION
27

FREQ	PERCENT	VALUE	MEANING
437	68.5	5	VERY IMPORTANT
159	24.9	4	
32	5.0	3	
2	.3	2	NOT AT ALL IMPORTANT
2	.3	1	
5	.8	.	
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001X

# THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E025 - IS ORGANIZED AND ABLE TO HANDLE MANY THINGS AT ONCE

## RAW DATA

COLS	LENGTH
0065-0066	2

SAS DATASET POSITION
28

FREQ	PERCENT	VALUE	MEANING
188	29.5	5	VERY IMPORTANT
258	40.4	4	
154	24.1	3	
29	4.5	2	
3	.5	1	NOT AT ALL IMPORTANT
6	.9	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001Y



THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E026 - RECOGNIZES WHEN HELP OR ADVICE FROM OTHERS IS NEEDED

RAW DATA

COLS	LENGTH
0067-0068	2

SAS DATASET POSITION
29

FREQ	PERCENT	VALUE	MEANING
268	42.0	5	VERY IMPORTANT
265	41.5	4	
89	13.9	3	
8	1.3	2	
3	.5	1	NOT AT ALL IMPORTANT
5	.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001Z

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E027 - PROVIDES HELPFUL, FRIENDLY SERVICE TO OTHERS WHO MAY BE  
IMPATIENT OR INDECISIVE

RAW DATA

COLS	LENGTH
0069-0070	2

SAS DATASET POSITION
30

FREQ	PERCENT	VALUE	MEANING
246	38.6	5	VERY IMPORTANT
235	36.8	4	
125	19.6	3	
19	3.0	2	
6	.9	1	NOT AT ALL IMPORTANT
7	1.1	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001AA

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E028 - SEEKS CLARIFICATION WHEN SOMETHING IS UNCLEAR

RAW DATA

COLS	LENGTH
0071-0072	2

SAS DATASET POSITION
31

FREQ	PERCENT	VALUE	MEANING
347	54.4	5	VERY IMPORTANT
236	37.0	4	
45	7.1	3	
1	.2	2	NOT AT ALL IMPORTANT
1	.2	1	
8	1.3	.	MISSING
638	100.2	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001AB

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E029 - ADAPTS TO UNUSUAL WORK ENVIRONMENTS

RAW DATA

COLS	LENGTH
0073-0074	2

SAS DATASET POSITION
32

FREQ	PERCENT	VALUE	MEANING
130	20.4	5	VERY IMPORTANT
187	29.3	4	
173	27.1	3	
74	11.6	2	
68	10.7	1	NOT AT ALL IMPORTANT
6	.9	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001AC

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E030 - IS EFFICIENT IN COMPLETING ASSIGNED WORK

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0075-0076	2	33

FREQ	PERCENT	VALUE	MEANING
341	53.4	5	VERY IMPORTANT
247	38.7	4	
43	6.7	3	
1	.2	2	NOT AT ALL IMPORTANT
1	.2	1	
5	.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001AD

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

EO31 - SHOWS RESPECT FOR PEERS, SUBORDINATES AND SUPERVISORS

RAW DATA

COLS	LENGTH
0077-0078	2

SAS DATASET POSITION
34

FREQ	PERCENT	VALUE	MEANING
350	54.9	5	VERY IMPORTANT
223	35.0	4	
54	8.5	3	
3	.5	2	
2	.3	1	NOT AT ALL IMPORTANT
6	.9	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001AE

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E032 - WORKS WELL UNDER CLOSE SUPERVISION

RAW DATA

COLS	LENGTH
0079-0080	2

SAS DATASET POSITION
35

FREQ	PERCENT	VALUE	MEANING
179	28.1	5	VERY IMPORTANT
226	35.4	4	
165	25.9	3	
55	8.6	2	
7	1.1	1	NOT AT ALL IMPORTANT
6	.9	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001AF

# THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E033 - KEEPS PHYSICALLY FIT AND UNDERSTANDS THE IMPORTANCE OF  
GOOD HEALTH

## RAW DATA

COLS	LENGTH
0081-0082	2

SAS DATASET POSITION
36

FREQ	PERCENT	VALUE	MEANING
136	21.3	5	VERY IMPORTANT
218	34.2	4	
224	35.1	3	
51	8.0	2	
5	.8	1	NOT AT ALL IMPORTANT
4	.6	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001AG



THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E034 - CONSISTENTLY CHECKS HIS/HER WORK AND CORRECTS ERRORS

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0083-0084	2	37

FREQ	PERCENT	VALUE	MEANING
294	46.1	5	VERY IMPORTANT
244	38.2	4	
87	13.6	3	
5	.8	2	NOT AT ALL IMPORTANT
4	.6	1	
4	.6	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001AH

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E035 - HANDLES SITUATIONS ON HIS/HER OWN WITHOUT NEEDING  
INSTRUCTIONS

RAW DATA

COLS	LENGTH
0085-0086	2

SAS DATASET POSITION
38

FREQ	PERCENT	VALUE	MEANING
171	26.8	5	VERY IMPORTANT
281	44.0	4	
151	23.7	3	
23	3.6	2	
6	.9	1	NOT AT ALL IMPORTANT
6	.9	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001A1

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E036 - IS ABLE TO ADAPT QUICKLY TO NEW SITUATIONS AND WORKS WELL  
WITH NEWLY FORMED GROUPS

RAW DATA

COLS	LENGTH
0087-0088	2

SAS DATASET POSITION
39

FREQ	PERCENT	VALUE	MEANING
206	32.3	5	VERY IMPORTANT
263	41.2	4	
133	20.8	3	
28	4.4	2	
3	.5	1	NOT AT ALL IMPORTANT
5	.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001AJ

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E037 - REVIEWS OWN ACTIVITIES AND ASSESSES NEED FOR CHANGE

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0089-0090	2	40

FREQ	PERCENT	VALUE	MEANING
155	24.3	5	VERY IMPORTANT
259	40.6	4	
172	27.0	3	
42	6.6	2	
5	.8	1	NOT AT ALL IMPORTANT
5	.8	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001AK

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E038 - IS ABLE TO TAKE ON A LEADERSHIP ROLE WHEN NECESSARY AND  
MANAGE A GROUP IN COMPLETING A TASK

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0091-0092	2	41

FREQ	PERCENT	VALUE	MEANING
152	23.8	5	VERY IMPORTANT
230	36.1	4	
179	28.1	3	
53	8.3	2	NOT AT ALL IMPORTANT
19	3.0	1	
5	.8	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q001AL

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E039 - EXPLAINS IDEAS CLEARLY

RAW DATA

COLS	LENGTH
0093-0094	2

SAS DATASET POSITION
42

FREQ	PERCENT	VALUE	MEANING
199	31.2	5	VERY IMPORTANT
250	39.2	4	
147	23.0	3	
31	4.9	2	
6	.9	1	NOT AT ALL IMPORTANT
5	.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001AM

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

E040 - ACTS RESPONSIBLY IN CARING FOR COMPANY PROPERTY

RAW DATA

COLS	LENGTH
0095-0096	2

SAS DATASET POSITION
43

FREQ	PERCENT	VALUE	MEANING
381	59.7	5	VERY IMPORTANT
198	31.0	4	
52	8.2	3	
2	.3	2	
1	.2	1	NOT AT ALL IMPORTANT
4	.6	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001AN

THE 1990 ARI SURVEY OF EMPLOYERS

HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR  
ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?

EO41 - CAN REPORT ACCURATELY ON WHAT OTHERS HAVE SAID

RAW DATA

COLS	LENGTH
0097-0098	2

SAS DATASET POSITION
44

FREQ	PERCENT	VALUE	MEANING
238	37.3	5	VERY IMPORTANT
227	35.6	4	
130	20.4	3	
29	4.5	2	
9	1.4	1	NOT AT ALL IMPORTANT
5	.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q001AM



THE 1990 ARI SURVEY OF EMPLOYERS

E042 - OTHER SKILLS/ABILITIES NOT INCLUDED

RAW DATA

COLS	LENGTH
N/A	N/A

SAS DATASET POSITION
N/A

FREQ	PERCENT	VALUE	MEANING
140	21.9	N/A	Wrote In Response
498	78.1	N/A	Did Not Write In Response
638	100.0	TOTALS	

LOCATION IN SURVEY
Q002

# THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

EO43 - ARMY VETERANS ARE DEPENDABLE

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0099-0100	2	45

FREQ	PERCENT	VALUE	MEANING
38	5.4	5	AGREE COMPLETELY
255	40.0	4	AGREE SOMEWHAT
267	40.9	3	NEITHER AGREE NOR DISAGREE
15	2.4	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
6	.9	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
0003AA

# THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

EQ44 - ARMY VETERANS DISPLAY ENTHUSIASM IN DOING WORK WELL

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0101-0102	2	46

FREQ	PERCENT	VALUE	MEANING
66	0.3	5	AGREE COMPLETELY
213	33.4	4	AGREE SOMEWHAT
324	50.8	3	NEITHER AGREE NOR DISAGREE
27	4.2	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
5	.8	.	MISSING
638	100.0	TOTALS	

LOCAT ON IN SURVEY
Q003AB

# THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E045 - ARMY VETERANS USE GOOD JUDGEMENT IN SETTING WORK PRIORITIES TO MEET DEADLINES AND SCHEDULES

## RAW DATA

COLS	LENGTH	SAS DATASET POSITION
0103-0104	2	47

FREQ	PERCENT	VALUE	MEANING
62	9.7	5	AGREE COMPLETELY
221	34.6	4	AGREE SOMEWHAT
316	49.5	3	NEITHER AGREE NOR DISAGREE
31	4.9	2	DISAGREE SOMEWHAT
2	.3	1	DISAGREE COMPLETELY
6	.9	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AC

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E046 - ARMY VETERANS ARE ABLE TO DEFINE A PROBLEM AND DETERMINE THE SOLUTION

RAW DATA

COLS	LENGTH	SAS DATASET POSITION
0105-0106	2	48

FREQ	PERCENT	VALUE	MEANING
43	6.7	5	AGREE COMPLETELY
206	32.3	4	AGREE SOMEWHAT
353	55.3	3	NEITHER AGREE NOR DISAGREE
26	4.1	2	DISAGREE SOMEWHAT
2	.3	1	DISAGREE COMPLETELY
8	1.3	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
0003AD

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E047 - ARMY VETERANS DISPLAY SELF-CONFIDENCE

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0107-0108	2	49

FREQ	PERCENT	VALUE	MEANING
135	21.2	5	AGREE COMPLETELY
265	41.5	4	AGREE SOMEWHAT
215	33.7	3	NEITHER AGREE NOR DISAGREE
15	2.4	2	DISAGREE SOMEWHAT
1	.2	1	DISAGREE COMPLETELY
6	.9	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AE

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

EO48 - ARMY VETERANS WORK COOPERATIVELY WITH PEOPLE OF DIFFERENT PERSONALITIES, RACE AND SEX

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0109-0110	2	50

FREQ	PERCENT	VALUE	MEANING
108	16.9	5	AGREE COMPLETELY
212	33.2	4	AGREE SOMEWHAT
276	43.3	3	NEITHER AGREE NOR DISAGREE
31	4.9	2	DISAGREE SOMEWHAT
2	.3	1	DISAGREE COMPLETELY
9	1.4	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q0C3AF

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E049 - ARMY VETERANS ARE ABLE TO ABSORB TRAINING QUICKLY

RAW DATA

COLS	LENGTH
0111-0112	2

SAS DATASET POSITION
51

FREQ	PERCENT	VALUE	MEANING
81	12.7	5	AGREE COMPLETELY
226	35.4	4	AGREE SOMEWHAT
307	47.2	3	NEITHER AGREE NOR DISAGREE
21	3.3	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
6	.9	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AG



THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E050 - ARMY VETERANS ADJUST PRIORITIES IN LIGHT OF NEW CIRCUMSTANCES

RAW DATA

COLS	LENGTH
0113-0114	2

SAS DATASET POSITION
52

FREQ	PERCENT	VALUE	MEANING
55	8.6	5	AGREE COMPLETELY
175	27.4	4	AGREE SOMEWHAT
371	58.2	3	NEITHER AGREE NOR DISAGREE
25	3.9	2	DISAGREE SOMEWHAT
5	.8	1	DISAGREE COMPLETELY
7	1.1	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AH

# THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E051 - ARMY VETERANS RECOGNIZE POTENTIAL PROBLEMS AND TAKE CORRECTIVE ACTION

## RAW DATA

COLS	LENGTH
0115-0116	2

SAS DATASET POSITION
53

FREQ	PERCENT	VALUE	MEANING
45	7.1	5	AGREE COMPLETELY
192	30.1	4	AGREE SOMEWHAT
370	58.0	3	NEITHER AGREE NOR DISAGREE
17	2.7	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
1	1.7	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003A1

# THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E052 - ARMY VETERANS DISPLAY DEDICATION AND LOYALTY TO JOB AND COMPANY

## RAW DATA

COLS	LENGTH
0117-0118	2

SAS DATASET POSITION
54

FREQ	PERCENT	VALUE	MEANING
102	16.0	5	AGREE COMPLETELY
215	33.7	4	AGREE SOMEWHAT
286	44.8	3	NEITHER AGREE NOR DISAGREE
23	3.6	2	DISAGREE SOMEWHAT
5	.8	1	DISAGREE COMPLETELY
7	1.1	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AJ

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E053 - ARMY VETERANS PROFIT FROM CONSTRUCTIVE PERFORMANCE FEEDBACK

RAW DATA

COLS	LENGTH
0119-0120	2

SAS DATASET POSITION
55

FREQ	PERCENT	VALUE	MEANING
76	11.9	5	AGREE COMPLETELY
209	32.8	4	AGREE SOMEWHAT
319	50.0	3	NEITHER AGREE NOR DISAGREE
25	3.9	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
6	.9	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AK

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E054 - ARMY VETERANS STICK WITH A TASK UNTIL IT IS COMPLETED, IN SPITE OF DISTRACTIONS

RAW DATA

COLS	LENGTH
0121-0122	2

SAS DATASET POSITION
56

FREQ	PERCENT	VALUE	MEANING
72	11.3	5	AGREE COMPLETELY
205	32.1	4	AGREE SOMEWHAT
323	50.6	3	NEITHER AGREE NOR DISAGREE
26	4.1	2	DISAGREE SOMEWHAT
5	.8	1	DISAGREE COMPLETELY
7	1.1	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AL

## THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E055 - ARMY VETERANS COME UP WITH ALTERNATIVE APPROACHES WHICH LEAD TO A SOUND CONCLUSION

## RAW DATA

COLS	LENGTH
0123-0124	2

SAS DATASET POSITION
57

FREQ	PERCENT	VALUE	MEANING
39	6.1	5	AGREE COMPLETELY
155	24.3	4	AGREE SOMEWHAT
398	62.4	3	NEITHER AGREE NOR DISAGREE
34	5.3	2	DISAGREE SOMEWHAT
4	.6	1	DISAGREE COMPLETELY
7	1.1	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AM

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985. INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E056 - ARMY VETERANS DISPLAY SELF-DISCIPLINE IN PERSONAL AND WORK ACTIVITIES

RAW DATA

COLS	LENGTH
0125-0126	2

SAS DATASET POSITION
58

FREQ	PERCENT	VALUE	MEANING
122	19.1	5	AGREE COMPLETELY
244	38.2	4	AGREE SOMEWHAT
241	37.8	3	NEITHER AGREE NOR DISAGREE
21	3.3	2	DISAGREE SOMEWHAT
4	.6	1	DISAGREE COMPLETELY
6	.9	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AN

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E057 - ARMY VETERANS PARTICIPATE AS TEAM MEMBERS

RAW DATA

COLS	LENGTH
0127-0128	2

SAS DATASET POSITION
59

FREQ	PERCENT	VALUE	MEANING
114	17.9	5	AGREE COMPLETELY
249	39.0	4	AGREE SOMEWHAT
252	39.5	3	NEITHER AGREE NOR DISAGREE
13	2.0	2	DISAGREE SOMEWHAT
2	.3	1	DISAGREE COMPLETELY
8	1.3	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
0003A0



THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E058 - ARMY VETERANS STRIVE TO TAKE ON INCREASED RESPONSIBILITY

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0129-0130	2	60

FREQ	PERCENT	VALUE	MEANING
60	9.4	5	AGREE COMPLETELY
179	28.1	4	AGREE SOMEWHAT
361	56.6	3	NEITHER AGREE NOR DISAGREE
26	4.1	2	DISAGREE SOMEWHAT
4	.6	1	DISAGREE COMPLETELY
8	1.3	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AP

# THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E059 - ARMY VETERANS FOLLOW PRESCRIBED SAFETY STANDARDS

## RAW DATA

COLS	LENGTH
0131-0132	2

SAS DATASET POSITION
61

FREQ	PERCENT	VALUE	MEANING
117	18.3	5	AGREE COMPLETELY
229	35.9	4	AGREE SOMEWHAT
275	43.1	3	NEITHER AGREE NOR DISAGREE
11	1.7	2	DISAGREE SOMEWHAT
1	.2	1	DISAGREE COMPLETELY
5	.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AQ

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E060 - ARMY VETERANS ARE ABLE TO ASSEMBLE AND/OR OPERATE TOOLS OR EQUIPMENT USED ON THE JOB

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0133-0134	2	62

FREQ	PERCENT	VALUE	MEANING
87	13.6	5	AGREE COMPLETELY
222	34.8	4	AGREE SOMEWHAT
309	48.4	3	NEITHER AGREE NOR DISAGREE
9	1.4	2	DISAGREE SOMEWHAT
4	.6	1	DISAGREE COMPLETELY
7	1.1	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AR

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E061 - ARMY VETERANS MAKE IT A PRACTICE TO FOLLOW UP ON THINGS TO BE SURE THEY GET DONE

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0135-0136	2	63

FREQ	PERCENT	VALUE	MEANING
63	9.9	5	AGREE COMPLETELY
174	27.3	4	AGREE SOMEWHAT
372	58.3	3	NEITHER AGREE NOR DISAGREE
20	3.1	2	DISAGREE SOMEWHAT
4	.6	1	DISAGREE COMPLETELY
5	.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AS

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E062 - ARMY VETERANS ARE WILLING TO PUT IN EXTRA TIME AT WORK

RAW DATA

COLS	LENGTH
0137-0138	2

SAS DATASET POSITION
64

FREQ	PERCENT	VALUE	MEANING
68	10.7	5	AGREE COMPLETELY
166	26.0	4	AGREE SOMEWHAT
340	53.3	3	NEITHER AGREE NOR DISAGREE
41	6.4	2	DISAGREE SOMEWHAT
6	.9	1	DISAGREE COMPLETELY
17	2.7	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AT

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E063 - ARMY VETERANS ASK PERTINENT QUESTIONS WHICH YIELD THE INFORMATION NEEDED

RAW DATA

COLS	LENGTH
0139-0140	2

SAS DATASET POSITION
65

FREQ	PERCENT	VALUE	MEANING
42	6.6	5	AGREE COMPLETELY
208	32.6	4	AGREE SOMEWHAT
343	53.8	3	NEITHER AGREE NOR DISAGREE
24	3.8	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
18	2.8	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AU

THE 1990 API SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E064 - ARMY VETERANS ACT IN A PROFESSIONAL MANNER

RAW DATA

COLS	LENGTH
0141-0142	2

SAS DATASET POSITION
66

FREQ	PERCENT	VALUE	MEANING
99	15.5	5	AGREE COMPLETELY
239	37.5	4	AGREE SOMEWHAT
266	41.7	3	NEITHER AGREE NOR DISAGREE
13	2.0	2	DISAGREE SOMEWHAT
4	.6	1	DISAGREE COMPLETELY
17	2.7	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AV

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E065 - ARMY VETERANS LISTEN CAREFULLY TO INSTRUCTIONS AND CARRY THEM OUT

RAW DATA

COLS	LENGTH
0143-0144	2

SAS DATASET POSITION
67

FREQ	PERCENT	VALUE	MEANING
96	15.0	5	AGREE COMPLETELY
251	39.3	4	AGREE SOMEWHAT
258	40.4	3	NEITHER AGREE NOR DISAGREE
11	1.7	2	DISAGREE SOMEWHAT
2	.3	1	DISAGREE COMPLETELY
20	3.1	.	MISSING
638	99.8	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AW



THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E066 - ARMY VETERANS ARE PUNCTUAL GETTING TO WORK

RAW DATA

COLS	LENGTH
0145-0146	2

SAS DATASET POSITION
68

FREQ	PERCENT	VALUE	MEANING
126	19.7	5	AGREE COMPLETELY
209	32.8	4	AGREE SOMEWHAT
270	42.3	3	NEITHER AGREE NOR DISAGREE
13	2.0	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
17	2.7	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AX

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

EO67 - ARMY VETERANS ARE ORGANIZED AND ABLE TO HANDLE MANY THINGS AT ONCE

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0147-0148	2	69

FREQ	PERCENT	VALUE	MEANING
45	7.1	5	AGREE COMPLETELY
163	25.5	4	AGREE SOMEWHAT
372	58.3	3	NEITHER AGREE NOR DISAGREE
34	5.3	2	DISAGREE SOMEWHAT
5	.8	1	DISAGREE COMPLETELY
19	3.0	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q0C3AY

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E068 - ARMY VETERANS RECOGNIZE WHEN HELP OR ADVICE FROM OTHERS IS NEEDED

RAW DATA

COLS	LENGTH
0149-0150	2

SAS DATASET POSITION
70

FREQ	PERCENT	VALUE	MEANING
46	7.2	5	AGREE COMPLETELY
72	27.0	4	AGREE SOMEWHAT
87	58.2	3	NEITHER AGREE NOR DISAGREE
27	4.2	2	DISAGREE SOMEWHAT
2	.3	1	DISAGREE COMPLETELY
20	3.1	.	MISSING
635	100.0	TOTALS	

LOCATION IN SURVEY
Q003AZ

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E069 - ARMY VETERANS PROVIDE HELPFUL, FRIENDLY SERVICE TO OTHERS WHO MAY BE IMPATIENT OR INDECISIVE

RAW DATA

COLS	LENGTH
0151-0152	2

SAS DATASET POSITION
71

FREQ	PERCENT	VALUE	MEANING
48	7.5	5	AGREE COMPLETELY
169	26.5	4	AGREE SOMEWHAT
370	58.0	3	NEITHER AGREE NOR DISAGREE
28	4.4	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
20	3.1	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AAA

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E070 - ARMY VETERANS SEEK CLARIFICATION WHEN SOMETHING IS UNCLEAR

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0153-0154	2	72

FREQ	PERCENT	VALUE	MEANING
60	9.4	5	AGREE COMPLETELY
222	34.8	4	AGREE SOMEWHAT
321	50.3	3	NEITHER AGREE NOR DISAGREE
12	1.9	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
20	3.1	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AAB

# THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

EO71 - ARMY VETERANS ADAPT TO UNUSUAL WORK ENVIRONMENTS

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0155-0156	2	73

FREQ	PERCENT	VALUE	MEANING
121	19.0	5	AGREE COMPLETELY
200	31.3	4	AGREE SOMEWHAT
275	43.1	3	NEITHER AGREE NOR DISAGREE
12	1.9	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
26	4.1	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AAC

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E072 - ARMY VETERANS ARE EFFICIENT IN COMPLETING ASSIGNED WORK

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0157-0158	2	74

FREQ	PERCENT	VALUE	MEANING
77	12.1	5	AGREE COMPLETELY
218	34.2	4	AGREE SOMEWHAT
307	48.1	3	NEITHER AGREE NOR DISAGREE
13	2.0	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
20	3.1	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AAD

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E073 - ARMY VETERANS SHOW RESPECT FOR PEERS, SUBORDINATES, AND SUPERVISORS

RAW DATA

COLS	LENGTH
0159-0160	2

SAS DATASET POSITION
75

FREQ	PERCENT	VALUE	MEANING
158	24.8	5	AGREE COMPLETELY
224	35.1	4	AGREE SOMEWHAT
223	35.0	3	NEITHER AGREE NOR DISAGREE
10	1.6	2	DISAGREE SOMEWHAT
4	.6	1	DISAGREE COMPLETELY
19	3.0	.	MISSING
636	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AAE



THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E074 - ARMY VETERANS WORK WELL UNDER CLOSE SUPERVISION

RAW DATA

COLS	LENGTH
0161-0162	2

SAS DATASET POSITION
76

FREQ	PERCENT	VALUE	MEANING
108	16.9	5	AGREE COMPLETELY
206	32.3	4	AGREE SOMEWHAT
288	45.1	3	NEITHER AGREE NOR DISAGREE
16	2.5	2	DISAGREE SOMEWHAT
1	.2	1	DISAGREE COMPLETELY
19	3.0	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AAF

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E075 - ARMY VETERANS KEEP PHYSICALLY FIT AND UNDERSTAND THE IMPORTANCE OF GOOD HEALTH

RAW DATA

COLS	LENGTH
0163-0164	2

SAS DATASET POSITION
77

FREQ	PERCENT	VALUE	MEANING
123	19.3	5	AGREE COMPLETELY
208	32.6	4	AGREE SOMEWHAT
272	42.6	3	NEITHER AGREE NOR DISAGREE
14	2.2	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
18	2.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AAG

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E076 - ARMY VETERANS CONSISTENTLY CHECK THEIR WORK AND CORRECT ERRORS

RAW DATA

COLS	LENGTH
0165-0166	2

SAS DATASET POSITION
78

FREQ	PERCENT	VALUE	MEANING
35	5.5	5	AGREE COMPLETELY
145	22.7	4	AGREE SOMEWHAT
412	64.6	3	NEITHER AGREE NOR DISAGREE
22	3.4	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
21	3.3	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AAH

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E077 - ARMY VETERANS HANDLE SITUATIONS ON THEIR OWN WITHOUT NEEDING INSTRUCTION

RAW DATA

COLS	LENGTH
0167-0168	2

SAS DATASET POSITION
79

FREQ	PERCENT	VALUE	MEANING
40	6.3	5	AGREE COMPLETELY
168	26.3	4	AGREE SOMEWHAT
360	56.4	3	NEITHER AGREE NOR DISAGREE
44	6.9	2	DISAGREE SOMEWHAT
6	.9	1	DISAGREE COMPLETELY
20	3.1	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AA1

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E078 - ARMY VETERANS ARE ABLE TO ADAPT QUICKLY TO NEW SITUATIONS AND WORK WELL WITH NEWLY FORMED GROUPS

RAW DATA	
COLS	LENGTH
0169-0170	2

SAS DATASET POSITION
80

FREQ	PERCENT	VALUE	MEANING
64	10.0	5	AGREE COMPLETELY
220	34.5	4	AGREE SOMEWHAT
312	48.9	3	NEITHER AGREE NOR DISAGREE
20	3.1	2	DISAGREE SOMEWHAT
4	.6	1	DISAGREE COMPLETELY
18	2.8	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AAJ

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E079 - ARMY VETERANS REVIEW THEIR ACTIVITIES AND ASSESS NEED FOR CHANGE

RAW DATA

COLS	LENGTH
0171-0172	2

SAS DATASET POSITION
81

FREQ	PERCENT	VALUE	MEANING
39	6.1	5	AGREE COMPLETELY
142	22.3	4	AGREE SOMEWHAT
408	63.9	3	NEITHER AGREE NOR DISAGREE
24	3.8	2	DISAGREE SOMEWHAT
4	.6	1	DISAGREE COMPLETELY
21	3.3	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AAK

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985. INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E080 - ARMY VETERANS ARE ABLE TO TAKE A LEADERSHIP ROLE WHEN NECESSARY AND MANAGE A GROUP IN COMPLETING A TASK

RAW DATA

COLS	LENGTH
0173-0174	2

SAS DATASET POSITION
82

FREQ	PERCENT	VALUE	MEANING
91	14.3	5	AGREE COMPLETELY
222	34.8	4	AGREE SOMEWHAT
287	45.0	3	NEITHER AGREE NOR DISAGREE
15	2.4	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
20	3.1	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AAL

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E081 - ARMY VETERANS EXPLAIN IDEAS CLEARLY

RAW DATA

COLS	LENGTH
0175-0176	2

SAS DATASET POSITION
83

FREQ	PERCENT	VALUE	MEANING
40	6.3	5	AGREE COMPLETELY
163	25.5	4	AGREE SOMEWHAT
395	61.9	3	NEITHER AGREE NOR DISAGREE
16	2.5	2	DISAGREE SOMEWHAT
5	.8	1	DISAGREE COMPLETELY
19	3.0	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003AAM



THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E082 - ARMY VETERANS ACT RESPONSIBLY IN CARING FOR COMPANY PROPERTY

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0177-0178	2	84

FREQ	PERCENT	VALUE	MEANING
102	16.0	5	AGREE COMPLETELY
202	31.7	4	AGREE SOMEWHAT
293	45.9	3	NEITHER AGREE NOR DISAGREE
19	3.0	2	DISAGREE SOMEWHAT
3	.5	1	DISAGREE COMPLETELY
19	3.0	.	MISSING
638	100.0	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AAN

# THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

E083 - ARMY VETERANS CAN REPORT ACCURATELY ON WHAT OTHERS HAVE SAID

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0179-0180	2	85

FREQ	PERCENT	VALUE	MEANING
68	10.7	5	AGREE COMPLETELY
175	27.4	4	AGREE SOMEWHAT
357	56.0	3	NEITHER AGREE NOR DISAGREE
12	1.9	2	DISAGREE SOMEWHAT
5	.8	1	DISAGREE COMPLETELY
21	3.3	.	MISSING
638	100.0	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003AA0

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E084 - ARMY VETERANS ARE DEPENDABLE

RAW DATA

COLS	LENGTH	SAS DATASET POSITION
0181-0182	2	86

FREQ	PERCENT	VALUE	MEANING
5	.8	1	LESS
346	54.2	2	SAME
221	34.6	3	MORE
66	10.3	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BA

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E085 - ARMY VETERANS DISPLAY ENTHUSIASM IN DOING WORK WELL

RAW DATA

COLS	LENGTH
0183-0184	2

SAS DATASET POSITION
87

FREQ	PERCENT	VALUE	MEANING
25	3.9	1	LESS
444	69.6	2	SAME
102	16.0	3	MORE
67	10.5	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BB

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E086 - ARMY VETERANS USE GOOD JUDGEMENT IN SETTING WORK PRIORITIES TO MEET DEADLINES AND SCHEDULES

RAW DATA

COLS	LENGTH
0185-0186	2

SAS DATASET POSITION
88

FREQ	PERCENT	VALUE	MEANING
21	3.3	1	LESS
413	64.7	2	SAME
134	21.0	3	MORE
69	10.8	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BC

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E087 - ARMY VETERANS ARE ABLE TO DEFINE A PROBLEM AND DETERMINE THE SOLUTION

RAW DATA

COLS	LENGTH
0187-0188	2

SAS DATASET POSITION
89

FREQ	PERCENT	VALUE	MEANING
16	2.5	1	LESS
437	68.5	2	SAME
116	18.2	3	MORE
69	10.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BD

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E088 - ARMY VETERANS DISPLAY SELF-CONFIDENCE

RAW DATA

COLS	LENGTH
0189-0190	2

SAS DATASET POSITION
90

FREQ	PERCENT	VALUE	MEANING
12	1.9	1	LESS
284	44.5	2	SAME
273	42.8	3	MORE
69	10.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BE

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E085 - ARMY VETERANS WORK COOPERATIVELY WITH PEOPLE OF DIFFERENT PERSONALITIES, RACE AND SEX

RAW DATA

COLS	LENGTH
0191-0192	2

SAS DATASET POSITION
91

FREQ	PERCENT	VALUE	MEANING
33	5.2	1	LESS
346	54.2	2	SAME
189	29.6	3	MORE
70	11.0	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BF



THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E090 - ARMY VETERANS ARE ABLE TO ABSORB TRAINING QUICKLY

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0193-0194	2	92

FREQ	PERCENT	VALUE	MEANING
19	3.0	1	LESS
373	58.5	2	SAME
177	27.7	3	MORE
69	10.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BG

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E091 - ARMY VETERANS ADJUST PRIORITIES IN LIGHT OF NEW CIRCUMSTANCES

RAW DATA

COLS	LENGTH
0195-0196	2

SAS DATASET POSITION
93

FREQ	PERCENT	VALUE	MEANING
19	3.0	1	LESS
438	68.7	2	SAME
112	17.6	3	MORE
69	10.8	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BH

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E092 - ARMY VETERANS RECOGNIZE POTENTIAL PROBLEMS AND TAKE CORRECTIVE ACTION

RAW DATA

COLS	LENGTH
0197-0198	2

SAS DATASET POSITION
94

FREQ	PERCENT	VALUE	MEANING
16	2.5	1	LESS
431	67.6	2	SAME
120	18.8	3	MORE
71	11.1	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003B1

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E093 - ARMY VETERANS DISPLAY DEDICATION AND LOYALTY TO JOB AND COMPANY

RAW DATA

COLS	LENGTH
0199-0200	2

SAS DATASET POSITION
95

FREQ	PERCENT	VALUE	MEANING
15	2.4	1	LESS
344	53.9	2	SAME
207	32.4	3	MORE
72	11.3	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BJ

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E094 - ARMY VETERANS PROFIT FROM CONSTRUCTIVE PERFORMANCE FEEDBACK

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0201-0202	2	96

FREQ	PERCENT	VALUE	MEANING
26	4.1	1	LESS
418	65.5	2	SAME
124	19.4	3	MORE
70	11.0	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BK

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E095 - ARMY VETERANS STICK WITH A TASK UNTIL IT IS COMPLETED, IN SPITE OF DISTRACTIONS

RAW DATA

COLS	LENGTH
0203-0204	2

SAS DATASET POSITION
97

FREQ	PERCENT	VALUE	MEANING
10	1.6	1	LESS
406	63.6	2	SAME
151	23.7	3	MORE
71	11.1	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BL

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

EO96 - ARMY VETERANS COME UP WITH ALTERNATIVE APPROACHES WHICH LEAD TO A SOUND CONCLUSION

RAW DATA

COLS	LENGTH
0205-0206	2

SAS DATASET POSITION
98

FREQ	PERCENT	VALUE	MEANING
20	3.1	1	LESS
459	71.9	2	SAME
89	13.9	3	MORE
70	11.0	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q0038M

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E097 - ARMY VETERANS DISPLAY SELF-DISCIPLINE IN PERSONAL AND WORK ACTIVITIES

RAW DATA

COLS	LENGTH
0207-0208	2

SAS DATASET POSITION
99

FREQ	PERCENT	VALUE	MEANING
12	1.9	1	LESS
300	47.0	2	SAME
254	39.8	3	MORE
71	11.1	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BN



THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E098 - ARMY VETERANS PARTICIPATE AS TEAM MEMBERS

RAW DATA

COLS	LENGTH
C209-0210	2

SAS DATASET POSITION
100

FREQ	PERCENT	VALUE	MEANING
16	2.5	1	LESS
316	49.5	2	SAME
234	36.7	3	MORE
71	11.1	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.0	TOTALS	

LOCATION IN SURVEY
Q00380

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E099 - ARMY VETERANS STRIVE TO TAKE ON INCREASED RESPONSIBILITY

RAW DATA

COLS	LENGTH
0211-0212	2

SAS DATASET POSITION
101

FREQ	PERCENT	VALUE	MEANING
30	4.7	1	LESS
410	64.3	2	SAME
126	19.7	3	MORE
72	11.3	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BP

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E100 - ARMY VETERANS FOLLOW PRESCRIBED SAFETY STANDARDS

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0213-0214	2	102

FREQ	PERCENT	VALUE	MEANING
11	1.7	1	LESS
359	56.3	2	SAME
198	31.0	3	MORE
70	11.0	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BQ

THE 1990 AR: SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E101 - ARMY VETERANS ARE ABLE TO ASSEMBLE AND/OR OPERATE TOOLS OR EQUIPMENT USED ON THE JOB

RAW DATA

COLS	LENGTH
0215-0216	2

SAS DATASET POSITION
103

FREQ	PERCENT	VALUE	MEANING
8	1.3	1	LESS
385	60.3	2	SAME
173	27.1	3	MORE
72	11.3	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BR

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E102 - ARMY VETERANS MAKE IT A PRACTICE TO FOLLOW UP ON THINGS TO BE SURE THEY GET DONE

RAW DATA

COLS	LENGTH	SAS DATASET POSITION
0217-0218	2	104

FREQ	PERCENT	VALUE	MEANING
14	2.2	1	LESS
436	68.3	2	SAME
117	18.3	3	MORE
71	11.1	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003B5

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E103 - ARMY VETERANS ARE WILLING TO PUT IN EXTRA TIME AT WORK

RAW DATA

COLS	LENGTH
0219-0220	2

SAS DATASET POSITION
105

FREQ	PERCENT	VALUE	MEANING
30	4.7	1	LESS
408	63.9	2	SAME
117	18.3	3	MORE
83	13.0	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BT

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E104 - ARMY VETERANS ASK PERTINENT QUESTIONS WHICH YIELD THE INFORMATION NEEDED

RAW DATA

COLS	LENGTH
0221-0222	2

SAS DATASET POSITION
106

FREQ	PERCENT	VALUE	MEANING
17	2.7	1	LESS
430	67.4	2	SAME
109	17.1	3	MORE
82	12.9	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BU

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985. IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E105 - ARMY VETERANS ACT IN A PROFESSIONAL MANNER

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0223-0224	2	107

FREQ	PERCENT	VALUE	MEANING
15	2.4	1	LESS
336	52.7	2	SAME
206	32.3	3	MORE
81	12.7	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BV



THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E106 - ARMY VETERANS LISTEN CAREFULLY TO INSTRUCTIONS AND CARRY THEM OUT

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0225-0226	2	108

FREQ	PERCENT	VALUE	MEANING
10	1.6	1	LESS
344	53.9	2	SAME
200	31.3	3	MORE
84	13.2	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BW

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, 'N YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E107 - ARMY VETERANS ARE PUNCTUAL GETTING TO WORK

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0227-0228	2	109

FREQ	PERCENT	VALUE	MEANING
10	1.6	1	LESS
315	49.4	2	SAME
230	36.1	3	MORE
83	13.0	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BX

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E108 - ARMY VETERANS ARE ORGANIZED AND ABLE TO HANDLE MANY THINGS AT ONCE

RAW DATA

COLS	LENGTH
0229-0230	2

SAS DATASET POSITION
110

FREQ	PERCENT	VALUE	MEANING
23	3.6	1	LESS
435	68.2	2	SAME
96	15.0	3	MORE
84	13.2	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BY

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E109 - ARMY VETERANS RECOGNIZE WHEN HELP OR ADVICE FROM OTHERS IS NEEDED

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0231-0232	2	111

FREQ	PERCENT	VALUE	MEANING
23	3.6	1	LESS
426	66.8	2	SAME
105	16.5	3	MORE
84	13.2	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BZ

# THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E110 - ARMY VETERANS PROVIDE HELPFUL, FRIENDLY SERVICE TO OTHERS WHO MAY BE IMPATIENT OR INDECISIVE

## RAW DATA

COLS	LENGTH
0233-0234	2

SAS DATASET POSITION
112

FREQ	PERCENT	VALUE	MEANING
26	4.1	1	LESS
434	68.0	2	SAME
94	14.7	3	MORE
84	13.2	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BAA

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E111 - ARMY VETERANS SEEK CLARIFICATION WHEN SOMETHING IS UNCLEAR

RAW DATA

COLS	LENGTH
0235-0236	2

SAS DATASET POSITION
113

FREQ	PERCENT	VALUE	MEANING
11	1.7	1	LESS
410	64.3	2	SAME
133	20.8	3	MORE
84	13.2	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
0003BAB

THE 990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E112 - ARMY VETERANS ADAPT TO UNUSUAL WORK ENVIRONMENTS

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0237-0238	2	114

FREQ	PERCENT	VALUE	MEANING
7	1.1	1	LESS
315	49.4	2	SAME
227	35.6	3	MORE
88	13.8	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BAC

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E113 - ARMY VETERANS ARE EFFICIENT IN COMPLETING ASSIGNED WORK

RAW DATA

COLS	LENGTH
0239-0240	2

SAS DATASET POSITION
115

FREQ	PERCENT	VALUE	MEANING
9	1.4	1	LESS
391	61.3	2	SAME
153	24.0	3	MORE
85	13.3	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BAD



THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E114 - ARMY VETERANS SHOW RESPECT FOR PEERS, SUBORDINATES, AND SUPERVISORS

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0241-0242	2	116

FREQ	PERCENT	VALUE	MEANING
13	2.0	1	LESS
275	43.1	2	SAME
267	41.8	3	MORE
83	13.0	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BAE

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E115 - ARMY VETERANS WORK WELL UNDER CLOSE SUPERVISION

RAW DATA

COLS	LENGTH
0243-0244	2

SAS DATASET POSITION
117

FREQ	PERCENT	VALUE	MEANING
13	2.0	1	LESS
369	57.8	2	SAME
170	26.6	3	MORE
86	13.5	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BAF

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E116 - ARMY VETERANS KEEP PHYSICALLY FIT AND UNDERSTAND THE IMPORTANCE OF GOOD HEALTH

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0245-0246	2	118

FREQ	PERCENT	VALUE	MEANING
8	1.3	1	LESS
315	49.4	2	SAME
229	35.9	3	MORE
85	13.3	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BAG

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985. IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E117 - ARMY VETERANS CONSISTENTLY CHECK THEIR WORK AND CORRECT ERRORS

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0247-0248	2	119

FREQ	PERCENT	VALUE	MEANING
8	1.3	1	LESS
475	74.5	2	SAME
69	10.8	3	MORE
86	13.5	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BAH

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E118 - ARMY VETERANS HANDLE SITUATIONS ON THEIR OWN WITHOUT NEEDING INSTRUCTION

RAW DATA

COLS	LENGTH
0249-0250	2

SAS DATASET POSITION
120

FREQ	PERCENT	VALUE	MEANING
20	3.1	1	LESS
425	66.6	2	SAME
107	16.8	3	MORE
84	13.2	.	MISSING
2	.3	A	MULTIPLE RESPONSE ERROR
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BA

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E119 - ARMY VETERANS ARE ABLE TO ADAPT QUICKLY TO NEW SITUATIONS AND WORK WELL WITH NEWLY FORMED GROUPS

RAW DATA

COLS	LENGTH
0251-0252	2

SAS DATASET POSITION
121

FREQ	PERCENT	VALUE	MEANING
14	2.2	1	LESS
373	58.5	2	SAME
165	25.9	3	MORE
86	13.5	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BAJ

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E120 - ARMY VETERANS REVIEW THEIR ACTIVITIES AND ASSESS NEED FOR CHANGE

RAW DATA

COLS	LENGTH
0253-0254	2

SAS DATASET POSITION
122

FREQ	PERCENT	VALUE	MEANING
17	2.7	1	LESS
454	71.2	2	SAME
82	12.9	3	MORE
85	13.3	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BAK

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E121 - ARMY VETERANS ARE ABLE TO TAKE ON A LEADERSHIP ROLE WHEN NECESSARY AND MANAGE A GROUP IN COMPLETING A TASK

RAW DATA

COLS	LENGTH
0255-0256	2

SAS DATASET POSITION
123

FREQ	PERCENT	VALUE	MEANING
12	1.9	1	LESS
340	53.3	2	SAME
202	31.7	3	MORE
84	13.2	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BAL



THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E122 - ARMY VETERANS EXPLAIN IDEAS CLEARLY

RAW DATA

COLS	LENGTH
0257-0258	2

SAS DATASET POSITION
124

FREQ	PERCENT	VALUE	MEANING
12	1.9	1	LESS
452	70.8	2	SAME
90	14.1	3	MORE
84	13.2	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BAM

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E123 - ARMY VETERANS ACT RESPONSIBLY IN CARING FOR COMPANY PROPERTY

RAW DATA

COLS	LENGTH
0259-0260	2

SAS DATASET POSITION
125

FREQ	PERCENT	VALUE	MEANING
17	2.7	1	LESS
350	54.9	2	SAME
187	29.3	3	MORE
84	13.2	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q003BAN

THE 1990 ARI SURVEY OF EMPLOYERS

THINKING IN TERMS OF ENLISTED ARMY VETERANS, WHO SERVED ONE TERM OF SERVICE (A 2, 3, OR 4 YEAR TOUR) AND WERE DISCHARGED AFTER 1985, IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE SAME CHARACTERISTICS?

E124 - ARMY VETERANS CAN REPORT ACCURATELY ON WHAT OTHERS HAVE SAID

RAW DATA

COLS	LENGTH
0261-0262	2

SAS DATASET POSITION
126

FREQ	PERCENT	VALUE	MEANING
9	1.4	1	LESS
411	64.4	2	SAME
132	20.7	3	MORE
86	13.5	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q003BA0

THE 1990 API SURVEY OF EMPLOYERS

INDICATE IF THE FOLLOWING STATEMENTS ARE TRUE OR FALSE FOR  
ENTRY-LEVEL JOBS IN YOUR COMPANY

E125 - MALE VETERANS ARE MORE QUALIFIED THAN MALE NONVETERANS

RAW DATA

COLS	LENGTH
0263-0264	2

SAS DATASET POSITION
127

FREQ	PERCENT	VALUE	MEANING
151	23.7	1	TRUE
431	67.6	0	FALSE
55	8.6	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q004A

THE 1990 ARI SURVEY OF EMPLOYERS

INDICATE IF THE FOLLOWING STATEMENTS ARE TRUE OR FALSE FOR  
ENTRY-LEVEL JOBS IN YOUR COMPANY

E126 - MALE VETERANS ARE MORE QUALIFIED THAN FEMALE VETERANS

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0265-0266	2	128

FREQ	PERCENT	VALUE	MEANING
68	10.7	1	TRUE
503	78.8	0	FALSE
66	10.3	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.0	TOTALS	

LOCATION IN SURVEY
00048

THE 1990 ARI SURVEY OF EMPLOYERS

INDICATE IF THE FOLLOWING STATEMENTS ARE TRUE OR FALSE FOR  
ENTRY-LEVEL JOBS IN YOUR COMPANY

E127 - MALE VETERANS ARE MORE QUALIFIED THAN FEMALE NONVETERANS

RAW DATA

COLS	LENGTH
0267-0268	2

SAS DATASET POSITION
129

FREQ	PERCENT	VALUE	MEANING
165	25.9	1	TRUE
403	63.2	0	FALSE
69	10.8	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q004C

THE 1990 ARI SURVEY OF EMPLOYERS

INDICATE IF THE FOLLOWING STATEMENTS ARE TRUE OR FALSE FOR  
ENTRY-LEVEL JOBS IN YOUR COMPANY

E128 - FEMALE VETERANS ARE MORE QUALIFIED THAN FEMALE NONVETERANS

RAW DATA

COLS	LENGTH
0269-0270	2

SAS DATASET POSITION
130

FREQ	PERCENT	VALUE	MEANING
162	25.4	1	TRUE
406	63.6	0	FALSE
69	10.8	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.0	TOTALS	

LOCATION IN SURVEY
Q004D

THE 1990 ARI SURVEY OF EMPLOYERS

INDICATE IF THE FOLLOWING STATEMENTS ARE TRUE OR FALSE FOR  
ENTRY-LEVEL JOBS IN YOUR COMPANY

E129 - FEMALE VETERANS ARE MORE QUALIFIED THAN MALE VETERANS

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0271-0272	2	131

FREQ	PERCENT	VALUE	MEANING
44	6.9	1	TRUE
524	82.1	0	FALSE
70	11.0	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q004E



THE 1990 ARI SURVEY OF EMPLOYERS

INDICATE IF THE FOLLOWING STATEMENTS ARE TRUE OR FALSE FOR  
ENTRY-LEVEL JOBS IN YOUR COMPANY

E130 - FEMALE VETERANS ARE MORE QUALIFIED THAN MALE NONVETERANS

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0273-0274	2	132

FREQ	PERCENT	VALUE	MEANING
126	19.7	1	TRUE
437	68.5	0	FALSE
75	11.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q004F

THE 1990 ARI SURVEY OF EMPLOYERS

E131 - HOW MUCH KNOWLEDGE DO YOU HAVE ABOUT THE SKILLS AND ABILITIES OF ARMY VETERANS EMPLOYED BY YOUR COMPANY?

RAW DATA

COLS	LENGTH
0275-0276	2

SAS DATASET POSITION
133

FREQ	PERCENT	VALUE	MEANING
62	9.7	5	VERY MUCH
106	16.6	4	MUCH
231	36.2	3	SOME
107	16.8	2	LITTLE
112	17.6	1	NONE
20	3.1	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q005

THE 1990 ARI SURVEY OF EMPLOYERS

E132 - HOW MANY PERMANENT EMPLOYEES WORK FOR YOUR COMPANY?

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0277-0278	2	134

FREQ	PERCENT	VALUE	MEANING
148	23.2	1	1-10
168	26.3	2	11-100
159	24.9	3	101-500
147	23.0	4	OVER 500
16	2.5	.	MISSING
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q006

THE 1990 ARI SURVEY OF EMPLOYERS

E133 - WHAT IS YOUR PRIMARY SOURCE OF NEW EMPLOYEES?

RAW DATA

COLS	LENGTH
0279-0280	2

SAS DATASET POSITION
135

FREQ	PERCENT	VALUE	MEANING
42	6.6	1	EMPLOYMENT AGENCY
98	15.4	2	EMPLOYEE REFERRALS
32	5.0	3	MAILED RESUMES
127	19.9	4	WALK-IN
22	3.4	5	COLLEGE PLACEMENT OFFICE
214	33.5	6	NEWSPAPER ADVERTISEMENTS
64	10.0	7	OTHER
13	2.0	.	MISSING
26	4.1	A	MULTIPLE RESPONSE ERROR
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q007

THE 1990 ARI SURVEY OF EMPLOYERS

WHO MAKES THE FINAL HIRING DECISIONS IN YOUR COMPANY?

E134 - PRESIDENT

RAW DATA

COLS	LENGTH
0281-0282	2

SAS DATASET POSITION
136

FREQ	PERCENT	VALUE	MEANING
265	41.5	1	MARKED
361	56.6	0	NOT MARKED
12	1.9	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q008A

THE 1990 ARI SURVEY OF EMPLOYERS

WHO MAKES THE FINAL HIRING DECISIONS IN YOUR COMPANY?

E135 - VICE-PRESIDENT

RAW DATA

COLS	LENGTH
0283-0284	2

SAS DATASET POSITION
137

FREQ	PERCENT	VALUE	MEANING
113	17.7	1	MARKED
513	80.4	0	NOT MARKED
12	1.9	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q008B

THE 1990 ARI SURVEY OF EMPLOYERS

WHO MAKES THE FINAL HIRING DECISIONS IN YOUR COMPANY?

E136 - PERSONNEL OR HUMAN RESOURCES MANAGER

RAW DATA

COLS	LENGTH
0285-0286	2

SAS DATASET POSITION
138

FREQ	PERCENT	VALUE	MEANING
152	23.8	1	MARKED
474	74.3	0	NOT MARKED
12	1.9	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q008C

THE 1990 ARI SURVEY OF EMPLOYERS

WHO MAKES THE FINAL HIRING DECISIONS IN YOUR COMPANY?

E137 - UPPER-LEVEL MANAGER

RAW DATA

COLS	LENGTH
0267-0288	2

SAS DATASET POSITION
139

FREQ	PERCENT	VALUE	MEANING
268	42.0	1	MARKED
338	56.1	0	NOT MARKED
12	1.9	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q008D



THE 1990 ARI SURVEY OF EMPLOYERS

WHO MAKES THE FINAL HIRING DECISIONS IN YOUR COMPANY?

E138 - MIDDLE-LEVEL MANAGER

RAW DATA

COLS	LENGTH
0289-0290	2

SAS DATASET POSITION
140

FREQ	PERCENT	VALUE	MEANING
145	22.7	1	MARKED
481	75.4	0	NOT MARKED
12	1.9	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q008E

THE 1990 AR: SURVEY OF EMPLOYERS

WHO MAKES THE FINAL HIRING DECISIONS IN YOUR COMPANY?

E139 - LOWER-LEVEL MANAGER

RAW DATA

COLS	LENGTH
0291-0292	2

SAS DATASET POSITION
141

FREQ	PERCENT	VALUE	MEANING
63	9.9	1	MARKED
563	88.2	0	NOT MARKED
12	1.9	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q008F

THE 1990 ARI SURVEY OF EMPLOYERS

WHO MAKES THE FINAL HIRING DECISIONS IN YOUR COMPANY?

E140 - OTHER

RAW DATA

COLS	LENGTH
0293-0294	2

SAS DATASET POSITION
142

FREQ	PERCENT	VALUE	MEANING
40	6.3	1	MARKED
586	91.8	0	NOT MARKED
12	1.9	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
00086

THE 1990 ARI SURVEY OF EMPLOYERS

WHO MAKES THE FINAL HIRING DECISIONS IN YOUR COMPANY?

E141 - FINAL HIRING DECISIONS ARE MADE.

RAW DATA

COLS	LENGTH	SAS DATASET POSITION
0295-0296	2	143

FREQ	PERCENT	VALUE	MEANING
626	98.1	1	MARKED
12	1.9	0	NOT MARKED
638	100.0	TOTALS	

LOCATION IN SURVEY  
0008

THE 1990 ARI SURVEY OF EMPLOYERS

E142 - WHAT IS THE MINIMUM LEVEL OF EDUCATION REQUIRED FOR MOST ENTRY-LEVEL JOBS IN YOUR COMPANY?

RAW DATA

COLS	LENGTH
0297-0298	2

SAS DATASET POSITION
144

FREQ	PERCENT	VALUE	MEANING
148	23.2	1	NO HIGH SCHOOL DIPLOMA OR EQUIVALENT CREDENTIAL REQUIRED
113	17.7	2	GED/EQUIVALENCY
232	36.4	3	HIGH SCHOOL DIPLOMA
27	4.2	4	VOCATIONAL/TECHNICAL SCHOOL
23	3.6	5	ASSOCIATES DEGREE
68	10.7	6	BACHELOR'S DEGREE
6	.9	7	GRADUATE'S DEGREE
15	2.4	.	MISSING
6	.9	A	MULTIPLE RESPONSE ERROR
638	100.0	TOTALS	

LOCATION IN SURVEY
0000

THE 1990 ARI SURVEY OF EMPLOYERS

E143 - DOES YOUR COMPANY HAVE A FORMAL JOB SKILLS TRAINING  
PROGRAM FOR NEW EMPLOYEES?

RAW DATA

COLS	LENGTH
0299-0300	2

SAS DATASET POSITION
145

FREQ	PERCENT	VALUE	MEANING
188	29.5	1	YES
444	69.6	0	NO
5	.8	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
QC10

THE 1990 ARI SURVEY OF EMPLOYERS

E144 - DOES YOUR COMPANY PRIMARILY PROMOTE FROM WITHIN?

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0301-0302	2	146

FREQ	PERCENT	VALUE	MEANING
550	86.2	1	YES
74	11.6	0	NO
14	2.2	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q011

THE 1990 ARI SURVEY OF EMPLOYERS

E145 - DOES YOUR COMPANY ASK JOB APPLICANTS IF THEY ARE VETERANS  
EITHER ON A JOB APPLICATION OR DURING THE INTERVIEW?

RAW DATA

COLS	LENGTH
0303-0304	2

SAS DATASET POSITION
147

FREQ	PERCENT	VALUE	MEANING
323	50.6	1	YES
299	46.9	0	NO
16	2.5	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q012



THE 1990 ARI SURVEY OF EMPLOYERS

E146 - DOES YOUR COMPANY HAVE A FORMAL POLICY FOR THE RECRUITMENT  
AND HIRING OF VETERANS?

RAW DATA

COLS	LENGTH
0305-0306	2

SAS DATASET POSITION
148

FREQ	PERCENT	VALUE	MEANING
82	12.9	1	YES
544	85.3	0	NO
12	1.9	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q013

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH(ES) OF THE MILITARY HAVE THE VETERANS IN  
YOUR COMPANY SERVED?

E147 - ARMY

RAW DATA

COLS	LENGTH
0307-0308	2

SAS DATASET POSITION
149

FREQ	PERCENT	VALUE	MEANING
424	66.5	1	MARKED
196	30.7	0	NOT MARKED
18	2.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q014A

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH(ES) OF THE MILITARY HAVE THE VETERANS IN  
YOUR COMPANY SERVED?

E148 - NAVY

RAW DATA

COLS	LENGTH
0309-0310	2

SAS DATASET POSITION
150

FREQ	PERCENT	VALUE	MEANING
305	47.8	1	MARKED
315	49.4	0	NOT MARKED
18	2.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q014B

THE 1990 AR: SURVEY OF EMPLOYERS

IN WHICH BRANCH(ES) OF THE MILITARY HAVE THE VETERANS IN  
YOUR COMPANY SERVED?

E149 - MARINE CORPS

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0311-0312	2	151

FREQ	PERCENT	VALUE	MEANING
266	41.7	1	MARKED
354	55.5	0	NOT MARKED
18	2.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q014C

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH(ES) OF THE MILITARY HAVE THE VETERANS IN  
YOUR COMPANY SERVED?

E150 - AIR FORCE

RAW DATA

COLS	LENGTH
0313-0314	2

SAS DATASET POSITION
152

FREQ	PERCENT	VALUE	MEANING
253	39.7	1	MARKED
367	57.5	0	NOT MARKED
18	2.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
QC14D

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH(ES) OF THE MILITARY HAVE THE VETERANS IN  
YOUR COMPANY SERVED?

E151 - COAST GUARD

RAW DATA

COLS	LENGTH
0315-0316	2

SAS DATASET POSITION
153

FREQ	PERCENT	VALUE	MEANING
81	12.7	1	MARKED
539	84.5	0	NOT MARKED
18	2.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q014E

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH(ES) OF THE MILITARY HAVE THE VETERANS IN  
YOUR COMPANY SERVED?

E152 - THERE HAVE NOT BEEN ANY VETERANS WORKING IN OUR COMPANY.

RAW DATA

COLS	LENGTH
0317-0318	2

SAS DATASET POSITION
154

FREQ	PERCENT	VALUE	MEANING
60	9.4	1	MARKED
560	87.8	0	NOT MARKED
18	2.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q014F

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH(ES) OF THE MILITARY HAVE THE VETERANS IN  
YOUR COMPANY SERVED?

E153 - DON'T KNOW

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0319-0320	2	155

FREQ	PERCENT	VALUE	MEANING
111	17.4	1	MARKED
509	79.8	0	NOT MARKED
18	2.8	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q0146



THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH(ES) OF THE MILITARY HAVE THE VETERANS IN  
YOUR COMPANY SERVED?

E154 - MILITARY BRANCH(ES) VETERANS IN COMPANY SERVED.

RAW DATA

COLS	LENGTH
0321-0322	2

SAS DATASET POSITION
156

FREQ	PERCENT	VALUE	MEANING
620	97.2	1	MARKED
18	2.8	0	NOT MARKED
638	100.0	TOTALS	

LOCATION IN SURVEY
Q014H

THE 1990 ARI SURVEY OF EMPLOYERS

E155 - WHICH BRANCH OF THE MILITARY DO YOU FEEL BEST PREPARES  
VETERANS FOR ENTRY-LEVEL JOBS IN YOUR COMPANY?

RAW DATA

COLS	LENGTH
0323-0324	2

SAS DATASET POSITION
157

FREQ	PERCENT	VALUE	MEANING
31	4.9	1	ARMY
31	4.9	2	NAVY
15	2.4	3	MARINE CORPS
30	4.7	4	AIR FORCE
1	.2	5	COAST GUARD
531	51.9	6	ALL BRANCHES PREPARE VETERANS FOR OUR ENTRY-LEVEL JOBS.
148	23.2	7	THE MILITARY DOES NOT PREPARE VETERANS FOR OUR ENTRY-LEVEL JOBS.
42	6.6	.	MISSING
9	1.4	A	MULTIPLE RESPONSE ERROR
638	100.2	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q015

THE 1990 ARJ SURVEY OF EMPLOYERS

E156 - WHAT PERCENTAGE OF ENLISTED SOLDIERS IN THE ARMY DO YOU  
THINK HAVE AT LEAST A HIGH SCHOOL DIPLOMA?

RAW DATA

COLS	LENGTH
0325-0326	2

SAS DATASET POSITION
158

FREQ	PERCENT	VALUE	MEANING
55	8.6	7	100%
125	19.6	6	90%
174	27.3	5	80%
116	18.2	4	70%
72	11.3	3	60%
55	8.6	2	50%
24	3.8	1	LESS THAN 50%
17	2.7	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q016

THE 1990 ARI SURVEY OF EMPLOYERS

E157 - HAS YOUR COMPANY EVER EMPLOYED INDIVIDUALS WHO WERE IN  
THE RESERVES OR NATIONAL GUARD?

RAW DATA

COLS	LENGTH
0327-0328	2

SAS DATASET POSITION
159

FREQ	PERCENT	VALUE	MEANING
122	19.1	0	NO
75	11.8	1	YES, BUT NOT IN THE LAST 5 YEARS
88	13.8	2	YES, IN THE LAST 5 YEARS, BUT NOT CURRENTLY
245	38.4	3	YES, CURRENTLY
101	15.8	9	DON'T KNOW
7	1.1	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q017

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH OF THE RESERVES/NATIONAL GUARD DO THE  
INDIVIDUALS IN YOUR COMPANY SERVE?

E158 - DOES NOT APPLY. IN THE LAST 5 YEARS WE HAVE NOT HAD ANY  
EMPLOYEES WHO WERE IN THE RESERVES OR NATIONAL GUARD.

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0329-0330	2	160

FREQ	PERCENT	VALUE	MEANING
194	30.4	1	MARKED
427	66.9	0	NOT MARKED
17	2.7	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q018A

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH OF THE RESERVES/NATIONAL GUARD DO THE  
INDIVIDUALS IN YOUR COMPANY SERVE?

E159 - ARMY RESERVE

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0331-0332	2	161

FREQ	PERCENT	VALUE	MEANING
207	32.4	1	MARKED
414	64.9	0	NOT MARKED
17	2.7	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q018B

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH OF THE RESERVES/NATIONAL GUARD DO THE  
INDIVIDUALS IN YOUR COMPANY SERVE?

E160 - MARINE CORPS RESERVE

RAW DATA

COLS	LENGTH
0333-0334	2

SAS DATASET POSITION
162

FREQ	PERCENT	VALUE	MEANING
41	6.4	1	MARKED
580	90.9	0	NOT MARKED
17	2.7	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q018C

THE 1990 ART SURVEY OF EMPLOYERS

IN WHICH BRANCH OF THE RESERVES/NATIONAL GUARD DO THE  
INDIVIDUALS IN YOUR COMPANY SERVE?

E161 - AIR FORCE RESERVE

RAW DATA

COLS	LENGTH
0335-0336	2

SAS DATASET POSITION
163

FREQ	PERCENT	VALUE	MEANING
75	11.8	1	MARKED
546	85.6	0	NOT MARKED
17	2.7	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q018D



THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH OF THE RESERVES/NATIONAL GUARD DO THE  
INDIVIDUALS IN YOUR COMPANY SERVE?

E162 - NAVY RESERVE

RAW DATA

COLS	LENGTH
0337-0338	2

SAS DATASET POSITION
164

FREQ	PERCENT	VALUE	MEANING
75	11.8	1	MARKED
546	85.6	0	NOT MARKED
17	2.7	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q018E

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH OF THE RESERVES/NATIONAL GUARD DO THE  
INDIVIDUALS IN YOUR COMPANY SERVE?

E163 - ARMY NATIONAL GUARD

RAW DATA

COLS	LENGTH
0339-0340	2

SAS DATASET POSITION
165

FREQ	PERCENT	VALUE	MEANING
144	22.6	1	MARKED
477	74.8	0	NOT MARKED
17	2.7	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q018F

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH OF THE RESERVES/NATIONAL GUARD DO THE  
INDIVIDUALS IN YOUR COMPANY SERVE?

E164 - AIR NATIONAL GUARD

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0341-0342	2	166

FREQ	PERCENT	VALUE	MEANING
61	9.6	1	MARKED
560	87.8	0	NOT MARKED
17	2.7	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q018G

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH OF THE RESERVES/NATIONAL GUARD DO THE  
INDIVIDUALS IN YOUR COMPANY SERVE?

E165 - DON'T KNOW

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0343-0344	2	167

FREQ	PERCENT	VALUE	MEANING
33	20.8	1	MARKED
488	76.5	0	NOT MARKED
17	2.7	.	MISSING
538	100.0	TOTALS	

LOCATION IN SURVEY
Q018H

THE 1990 ARI SURVEY OF EMPLOYERS

IN WHICH BRANCH OF THE RESERVES/NATIONAL GUARD DO THE  
INDIVIDUALS IN YOUR COMPANY SERVE?

E166 - BRANCH OF THE RESERVES/NATIONAL GUARD SERVED IN.

RAW DATA

COLS	LENGTH
0345-0346	2

SAS DATASET POSITION
168

FREQ	PERCENT	VALUE	MEANING
621	97.3	1	MARKED
17	2.7	0	NOT MARKED
638	100.0	TOTALS	

LOCATION IN SURVEY
Q0181

THE 1990 ARI SURVEY OF EMPLOYERS

E167 - HOW DIFFICULT HAS IT BEEN TO ACCOMMODATE THE ANNUAL TRAINING REQUIREMENT INTO THE WORK SCHEDULE OF THE EMPLOYEE-MEMBERS OF THE RESERVES/NATIONAL GUARD? (NORMALLY ONE WEEKEND A MONTH AND 14-15 DAYS A YEAR)

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0347-0348	2	169

FREQ	PERCENT	VALUE	MEANING
200	31.3	8	DOES NOT APPLY. IN THE LAST 5 YEARS WE HAVE NOT HAD ANY EMPLOYEES WHO WERE IN THE RESERVES OR NATIONAL GUARD.
197	30.9	4	NOT DIFFICULT AT ALL
129	20.2	3	SOMEWHAT DIFFICULT
14	2.2	2	VERY DIFFICULT
3	.5	1	ALMOST IMPOSSIBLE
80	12.5	9	DON'T KNOW
13	2.0	.	MISSING
2	.3	A	MULTIPLE RESPONSE ERROR
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q019

THE 1990 ARI SURVEY OF EMPLOYERS

F168 - HOW USEFUL OR DETRIMENTAL TO YOUR COMPANY ARE THE MILITARY  
SKILLS LEARNED BY YOUR EMPLOYEES WHO ARE MEMBERS OF THE  
RESERVES/NATIONAL GUARD?

RAW DATA

COLS	LENGTH
0349-0350	2

SAS DATASET POSITION
170

FREQ	PERCENT	VALUE	MEANING
204	32.0	8	DOES NOT APPLY. IN THE LAST 5 YEARS WE HAVE NOT HAD ANY EMPLOYEES WHO WERE IN THE RESERVES OR NATIONAL GUARD.
28	4.4	5	VERY USEFUL
128	20.1	4	USEFUL
176	27.6	3	NEITHER USEFUL NOT DETRIMENTAL
2	.3	1	VERY DETRIMENTAL
87	13.6	9	DON'T KNOW
12	1.9	.	MISSING
1	.2	A	MULTIPLE RESPONSE ERROR
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q020

THE 1990 ARI SURVEY OF EMPLOYERS

E169 - HOW WOULD YOU DESCRIBE YOUR COMPANY'S PERSONNEL POLICIES  
ABOUT EMPLOYEES' PARTICIPATION IN THE RESERVES/NATIONAL  
GUARD?

RAW DATA

COLS	LENGTH
0351-0352	2

SAS DATASET POSITION
171

FREQ	PERCENT	VALUE	MEANING
159	24.9	5	VERY SUPPORTIVE
240	37.6	4	SUPPORTIVE
88	13.8	3	NEITHER SUPPORTIVE NOT NON-SUPPORTIVE
7	1.1	2	NON-SUPPORTIVE
2	.3	1	VERY NON-SUPPORTIVE
109	17.1	8	THERE ARE NO POLICIES ON THIS ISSUE
26	4.1	9	DON'T KNOW
7	1.1	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q021



THE 1990 ARI SURVEY OF EMPLOYERS

E170 - THE CHANGES OVER THE LAST TEN YEARS IN YOUR COMPANY'S  
POLICY TOWARDS EMPLOYEE PARTICIPATION IN RESERVES/  
NATIONAL GUARD TRAINING CAN BE DESCRIBED IN WHICH OF  
THE FOLLOWING WAYS:

RAW DATA		SAS DATASET POSITION
COLS	LENGTH	
0353-0354	2	172

FREQ	PERCENT	VALUE	MEANING
38	6.0	4	MUCH MORE SUPPORTIVE
67	10.5	3	SOMEWHAT MORE SUPPORTIVE
7	1.1	2	LESS SUPPORTIVE
1	.2	1	MUCH LESS SUPPORTIVE
426	66.8	8	THERE HAVE BEEN NO CHANGES IN THE LAST TEN YEARS.
88	13.8	9	DON'T KNOW
11	1.7	.	MISSING
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
Q022

THE 1990 ARI SURVEY OF EMPLOYERS

E171 - IN YOUR PERSONAL OPINION, HOW CRITICAL ARE THE RESERVES/  
NATIONAL GUARD TO THE NATION'S DEFENSE?

RAW DATA

COLS	LENGTH
0355-0356	2

SAS DATASET POSITION
173

FREQ	PERCENT	VALUE	MEANING
215	33.7	3	CRITICAL
338	53.0	2	IMPORTANT
33	5.2	1	UNIMPORTANT
43	6.7	9	DON'T KNOW
9	1.4	.	MISSING
638	100.0	TOTALS	

LOCATION IN SURVEY
Q023

THE 1990 ARI SURVEY OF EMPLOYERS

MISSDOT - NUMBER OF MISSING OR MULTIPLE RESPONSES

RAW DATA

COLS	LENGTH
0357-0359	3

SAS DATASET POSITION
174

THIS IS A CONTINUOUS VARIABLE. RESPONSE CATEGORIES ARE TOO NUMEROUS FOR FREQUENCY REPORTING.

LOCATION IN SURVEY
N/A

THE 1990 ARI SURVEY OF EMPLOYERS

WAVE - WAVE OF MAILING SURVEY RECEIVED

RAW DATA

COLS	LENGTH
0360-0361	2

SAS DATASET POSITION
175

FREQ	PERCENT	VALUE	MEANING
496	77.7	1	First Wave of Mailing
142	22.3	2	Second Wave of Mailing
638	100.0	TOTALS	

LOCATION IN SURVEY
N/A

THE 1990 ARI SURVEY OF EMPLOYERS

FSIC - POST-STRATIFIED STANDARD INDUSTRIAL CLASSIFICATION  
(SIC) CODE

RAW DATA

COLS	LENGTH
0362-0363	2

SAS DATASET POSITION
176

FREQ	PERCENT	VALUE	MEANING
150	23.5	1	Wholesale & Retail
180	28.2	2	Agriculture, Mining, Construction, & Manufacturing
308	48.3	3	Transportation, Communication, Utilities, Finance, Insurance, Real Estate, & Services
638	100.0	TOTALS	

LOCATION IN SURVEY
N/A

THE 1990 ARI SURVEY OF EMPLOYERS

NUMPOP - # OF CASES IN CELL FOR POPULATION

RAW DATA

COLS	LENGTH
0364-0368	5

SAS DATASET POSITION
177

THIS IS A CONTINUOUS VARIABLE. RESPONSE CATEGORIES ARE TOO NUMEROUS FOR FREQUENCY REPORTING.

LOCATION IN SURVEY
N/A

THE 1990 ARI SURVEY OF EMPLOYERS

NUMSAMP - # OF CASES IN CELL FOR SAMPLE

RAW DATA

COLS	LENGTH
0369-0370	2

SAS DATASET POSITION
178

THIS IS A CONTINUOUS VARIABLE. RESPONSE CATEGORIES ARE TOO NUMEROUS FOR FREQUENCY REPORTING.

LOCATION IN SURVEY
N/A

THE 1990 ARI SURVEY OF EMPLOYERS

NUMRESP - # OF CASES IN CELL FOR RESPONDENTS

RAW DATA

COLS	LENGTH
0371-0372	2

SAS DATASET POSITION
179

THIS IS A CONTINUOUS VARIABLE. RESPONSE CATEGORIES ARE TOO NUMEROUS FOR FREQUENCY REPORTING.

LOCATION IN SURVEY
N/A



THE 1990 ARI SURVEY OF EMPLOYERS

WGHTPOP - WEIGHT UP TO POPULATION

RAW DATA

COLS	LENGTH
0373-0384	12

SAS DATASET POSITION
180

THIS IS A CONTINUOUS VARIABLE. RESPONSE CATEGORIES ARE TO BE NUMERICAL FOR FREQUENCY REPORTING.

LOCATION IN SURVEY
N/A

THE 1990 AFI SURVEY OF EMPLOYERS

W TSAMP - WEIGHT OF TO SAMPLE

RAW DATA

COLS	LENGTH
0385-0396	12

SAS DATASET POSITION
181

THIS IS A CONTINUOUS VARIABLE. RESPONSE CATEGORIES ARE TOL NUMBERS FOR FREQUENCY REPORTING.

LOCATION IN SURVEY
N/A

THE 1990 ARI SURVEY OF EMPLOYERS

WGHTTOT - TOTAL WEIGHT, WGHTPOP \* WGHTSAMP

RAW DATA

COLS	LENGTH
0397-0408	12

SAS DATASET POSITION
182

THIS IS A CONTINUOUS VARIABLE. RESPONSE CATEGORIES ARE TOO NUMEROUS FOR FREQUENCY REPORTING.

LOCATION IN SURVEY
N/A

# THE 1990 ARI SURVEY OF EMPLOYERS

B\_INDIC - SMALL/MINORITY BUSINESS INDICATOR

## RAW DATA

COLS	LENGTH
0409-0410	2

SAS DATASET POSITION
183

FREQ	PERCENT	VALUE	MEANING
5	0.8	M	Minority Business
176	27.6	S	Small Business
457	71.6	.	Missing
638	100.0	TOTALS	

LOCATION IN SURVEY
N/A

THE 1990 ARI SURVEY OF EMPLOYERS

DBSMSA - D&B SMSA CODE

RAW DATA

COLS	LENGTH
0411-0413	3

SAS DATASET POSITION
184

THIS IS A CONTINUOUS VARIABLE. RESPONSE CATEGORIES ARE TOO NUMEROUS FOR FREQUENCY REPORTING.

LOCATION IN SURVEY
N/A

# THE 1990 ARI SURVEY OF EMPLOYERS

ESIZE - EMPLOYEE SIZE GROUP

## RAW DATA

COLS	LENGTH
0414-0415	2

SAS DATASET POSITION
185

FREQ	PERCENT	VALUE	MEANING
139	21.8	1	1-10 employees
162	25.4	2	11-100 employees
175	27.4	3	101-500 employees
162	25.4	4	501+ employees
638	100.0	TOTALS	

LOCATION IN SURVEY
N/A

# THE 1990 ARI SURVEY OF EMPLOYERS

NSIC - RE-GROUPED 6 LEVEL SIC CODE

## RAW DATA

COLS	LENGTH
0416-0417	2

SAS DATASET POSITION
186

FREQ	PERCENT	VALUE	MEANING
68	10.7	1	Agriculture, Mining, & Construction
112	17.6	2	Manufacturing
250	39.2	3	Transportation, Communication, Utilities & Services
52	8.2	4	Wholesale
98	15.4	5	Retail
58	9.1	6	Finance, Insurance, & Real Estate
638	100.2	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
N/A

# THE 1990 ARI SURVEY OF EMPLOYERS

REGION - BRIGADE REGION

## RAW DATA

COLS	LENGTH
0418-0419	2

SAS DATASET POSITION
187

FREQ	PERCENT	VALUE	MEANING
175	27.4	1	1st Brigade
107	16.8	3	2nd Brigade
117	18.3	4	5th Brigade
143	22.4	5	4th Brigade
93	14.6	6	6th Brigade
3	0.5	99	Unknown Region
638	100.0	TOTALS	

LOCATION IN SURVEY
N/A



# THE 1990 ARI SURVEY OF EMPLOYERS

SAMPLE - INTERVIEW/MAIL-OUT MATCHED PAIRS

## RAW DATA

COLS	LENGTH
0420-0421	2

SAS DATASET POSITION
188

FREQ	PERCENT	VALUE	MEANING
39	6.1	C	Control Group in Mail-out Sample
57	8.9	T	Treatment Group (Entire Interview Sample)
542	85.0	.	Missing
638	100.0	TOTALS	

LOCATION IN SURVEY
N/A

THE 1990 ARI SURVEY OF EMPLOYERS

SCODE ESTIMATED/RANGE SALES VOLUME CODE

RAW DATA

COLS	LENGTH
0422-0423	2

SAS DATASET POSITION
189

FREQ	PERCENT	VALUE	MEANING
357	56.0	0	Actual
10	1.6	1	Minimum Range
271	42.5	2	Estimated
638	100.1	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
N/A

THE 1990 ARI SURVEY OF EMPLOYERS

SIC - ORIGINAL STANDARD INDUSTRIAL CLASSIFICATION (SIC) CODE GROUPINGS

RAW DATA

COLS	LENGTH
0424-0425	2

SAS DATASET POSITION
190

FREQ	PERCENT	VALUE	MEANING
5	0.8	1	Agriculture
6	0.9	2	Mining
57	8.9	3	Construction
112	17.6	4	Manufacturing
24	3.8	5	Transportation, Communication, & Utilities
52	8.2	6	Wholesale
98	15.4	7	Retail
58	9.1	8	Finance, Insurance, & Real Estate
226	35.4	9	Services
638	100.0	TOTALS	

LOCATION IN SURVEY
N/A

THE 1990 ARI SURVEY OF EMPLOYERS

STATUS - HEADQUARTERS OR SINGLE LOCATION COMPANY

RAW DATA

COLS	LENGTH
0426-0427	2

SAS DATASET POSITION
191

FREQ	PERCENT	VALUE	MEANING
334	52.4	0	Single Location Company
304	47.6	1	Headquarters of Multi-unit Company
638	100.0	TOTALS	

LOCATION IN SURVEY
N/A

# THE 1990 ARI SURVEY OF EMPLOYERS

STYPE - MAIL-OUT OR INTERVIEW SAMPLE

## RAW DATA

COLS	LENGTH
0428-0429	2

SAS DATASET POSITION
192

FREQ	PERCENT	VALUE	MEANING
57	8.9	I	Interview Sample
581	91.1	M	Mail-Cut Sample
638	100.0	TOTALS	

LOCATION IN SURVEY
N/A

# THE 1990 ARI SURVEY OF EMPLOYERS

SUBSID - SUBSIDIARY OF ANOTHER COMPANY

## RAW DATA

COLS	LENGTH
0430-0431	2

SAS DATASET POSITION
193

FREQ	PERCENT	VALUE	MEANING
539	84.5	0	Not a Subsidiary
99	15.5	3	Subsidiary
638	100.0	TOTALS	

LOCATION IN SURVEY
N/A

THE 1990 ARI SURVEY OF EMPLOYERS

SVOL - SALES VOLUME

RAW DATA

COLS	LENGTH
0432-0441	10

SAS DATASET POSITION
194

THIS IS A CONTINUOUS VARIABLE. RESPONSE CATEGORIES ARE TOO NUMEROUS FOR FREQUENCY REPORTING.

LOCATION IN SURVEY
N/A

THE 1990 ART SURVEY OF EMPLOYERS

TCODE - ACTUAL/RANGE OF TOTAL # EMPLOYEES CODE

RAW DATA

COLS	LENGTH
0442-0443	2

SAS DATASET POSITION
195

FREQ	PERCENT	VALUE	MEANING
586	91.8	0	Actual
36	5.6	1	Minimum Range
16	2.5	2	Estimated
638	99.9	TOTALS	

PERCENT TOTAL DOES NOT = 100 DUE TO ROUNDING ERROR.

LOCATION IN SURVEY
N/A



THE 1990 ARI SURVEY OF EMPLOYERS

TEMPL - TOTAL # OF EMPLOYEES

RAW DATA

COLS	LENGTH
0444-0448	5

SAS DATASET POSITION
196

THIS IS A CONTINUOUS VARIABLE. RESPONSE CATEGORIES ARE TOO NUMEROUS FOR FREQUENCY REPORTING.

LOCATION IN SURVEY
N/A

OMB 0702-0086  
EXP 30 JUNE 1991



**NOTE:**

The information collected in the survey will be used to evaluate and improve military personnel and recruiting policies. This information will be used for research and analysis purposes only.

**PLEASE TURN TO PAGE TWO AND READ THE INSTRUCTIONS CAREFULLY BEFORE CONTINUING.**



21357

DO NOT WRITE IN THIS SHADED AREA

### MARKING INSTRUCTIONS:

When filling out this survey, please be aware that it will be read by an optical mark reader. Please observe the following instructions to assure that your answers will be read correctly.

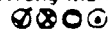
- Fill in the circle next to the answer(s) that best reflects your opinion. Some questions should only have one answer; others will direct you to mark all that apply.
- Use only a soft lead pencil (a standard No. 2 pencil is ideal).
- Make heavy marks that fill the circle.
- Erase cleanly any answer you wish to change.
- Make no stray markings of any kind.

EXAMPLES:

Right Mark



Wrong Marks



DO NOT WRITE IN THIS AREA

We would appreciate your help in giving us information on the kinds of skills and abilities that you, as an employer, value in your entry-level employees. When answering the following questions, please respond as accurately as possible thinking about your entire company as opposed to your location or department. Consult records if you want. All your responses are completely confidential and neither your name nor the company's name will be associated with your responses. Thank you in advance for your cooperation.

**1. HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR ENTRY-LEVEL SUCCESS ACROSS ALL JOBS IN YOUR COMPANY?**

	Very Important					Not At All Important
a. Is dependable .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
b. Displays enthusiasm in doing work well .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
c. Uses good judgment in setting work priorities to meet deadlines and schedules .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
d. Is able to define a problem and determine the solution .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
e. Displays self-confidence .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
f. Works cooperatively with people of different personalities, race and sex .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
g. Is able to absorb training quickly .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
h. Adjusts priorities in light of new circumstances .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
i. Recognizes potential problems and takes corrective action .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
j. Displays dedication and loyalty to job and company .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
k. Profits from constructive performance feedback .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
l. Sticks with a task until it is completed, in spite of distractions .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
m. Comes up with alternative approaches which lead to a sound conclusion .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
n. Displays self-discipline in personal and work activities .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
o. Participates as a team member (e.g., helps co-workers, shares helpful information, etc.) .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
p. Strives to take on increased responsibility .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
q. Follows prescribed safety standards .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
r. Is able to assemble and/or operate tools or equipment used on the job .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
s. Makes it a practice to follow up on things to be sure they get done .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
t. Is willing to put in extra time at work .....	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please go on to the next page

1. Continued: HOW IMPORTANT ARE THE FOLLOWING SKILLS AND ABILITIES FOR ENTRY-LEVEL SUCCESS  
ACROSS ALL JOBS IN YOUR COMPANY?

	Very Important				Not At All Important
u. Asks pertinent questions which yield the information needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
v. Acts in a professional manner	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
w. Listens carefully to instructions and carries them out	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
x. Is punctual in getting to work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
y. Is organized and able to handle many things at once	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
z. Recognizes when help or advice from others is needed	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
aa. Provides helpful, friendly service to others who may be impatient or indecisive	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ab. Seeks clarification when something is unclear	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ac. Adapts to unusual work environments (e.g., confined spaces, damp or dirty areas, height, etc.)	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ad. Is efficient in completing assigned work	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ae. Shows respect for peers, subordinates and supervisors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
af. Works well under close supervision	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ag. Keeps physically fit and understands the importance of good health	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ah. Consistently checks his/her work and corrects errors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ai. Handles situations on his/her own without needing instruction	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
aj. Is able to adapt quickly to new situations and works well with newly formed groups	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ak. Reviews own activities and assesses need for change	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
al. Is able to take on a leadership role when necessary and manage a group in completing a task	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
am. Explains ideas clearly	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
an. Acts responsibly in caring for company property	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
ao. Can report accurately on what others have said	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Please go on to the next page

2. PLEASE DESCRIBE ANY SKILLS, ABILITIES, OR PERSONAL ATTRIBUTES THAT WERE NOT INCLUDED IN THE PREVIOUS LIST THAT YOU FEEL ARE CRITICAL FOR ENTRY-LEVEL SUCCESS IN YOUR COMPANY.

This image shows a single sheet of white paper with horizontal ruling lines. The lines are evenly spaced and run across the width of the page. There are no margins, text, or other markings on the paper.

**Please go on to the next page**

**PLEASE  
DO NOT WRITE  
IN THIS SPACE**

Continue with Question 3

When answering the following questions, please think only in terms of enlisted ARMY veterans, who served one term of service (a 2, 3, or 4 year tour) and were discharged after 1985.

3a. INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

Select one response for each statement from the following scale:

DISAGREE COMPLETELY  
DISAGREE SOMEWHAT  
NEITHER AGREE NOR DISAGREE  
AGREE SOMEWHAT  
AGREE COMPLETELY

1. ARMY veterans are dependable. .... ☐ ☐ ☐ ☐ ☐
2. ARMY veterans display enthusiasm in doing work well. .... ☐ ☐ ☐ ☐ ☐
3. ARMY veterans use good judgment in setting work priorities to meet deadlines and schedules. .... ☐ ☐ ☐ ☐ ☐
4. ARMY veterans are able to define a problem and determine the solution. .... ☐ ☐ ☐ ☐ ☐
5. ARMY veterans display self-confidence. .... ☐ ☐ ☐ ☐ ☐
6. ARMY veterans work cooperatively with people of different personalities, race and sex. .... ☐ ☐ ☐ ☐ ☐
7. ARMY veterans are able to absorb training quickly. .... ☐ ☐ ☐ ☐ ☐
8. ARMY veterans adjust priorities in light of new circumstances. .... ☐ ☐ ☐ ☐ ☐
9. ARMY veterans recognize potential problems and take corrective action. .... ☐ ☐ ☐ ☐ ☐
10. ARMY veterans display dedication and loyalty to job and company. .... ☐ ☐ ☐ ☐ ☐
11. ARMY veterans profit from constructive performance feedback. .... ☐ ☐ ☐ ☐ ☐
12. ARMY veterans stick with a task until it is completed, in spite of distractions. .... ☐ ☐ ☐ ☐ ☐
13. ARMY veterans come up with alternative approaches which lead to a sound conclusion. .... ☐ ☐ ☐ ☐ ☐
14. ARMY veterans display self-discipline in personal and work activities. .... ☐ ☐ ☐ ☐ ☐
15. ARMY veterans participate as team members (e.g., help co-workers, share helpful information, etc.). .... ☐ ☐ ☐ ☐ ☐
16. ARMY veterans strive to take on increased responsibility. .... ☐ ☐ ☐ ☐ ☐
17. ARMY veterans follow prescribed safety standards. .... ☐ ☐ ☐ ☐ ☐
18. ARMY veterans are able to assemble and/or operate tools or equipment used on the job. .... ☐ ☐ ☐ ☐ ☐
19. ARMY veterans make it a practice to follow up on things to be sure they get done. .... ☐ ☐ ☐ ☐ ☐

3b. IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE CHARACTERISTICS?

Select one response for each statement from the following scale:

( ) LESS  
( ) SAME  
( ) MORE

1. ARMY veterans are dependable. .... ( ) ( ) ( )
2. ARMY veterans display enthusiasm in doing work well. .... ( ) ( ) ( )
3. ARMY veterans use good judgment in setting work priorities to meet deadlines and schedules. .... ( ) ( ) ( )
4. ARMY veterans are able to define a problem and determine the solution. .... ( ) ( ) ( )
5. ARMY veterans display self-confidence. .... ( ) ( ) ( )
6. ARMY veterans work cooperatively with people of different personalities, race and sex. .... ( ) ( ) ( )
7. ARMY veterans are able to absorb training quickly. .... ( ) ( ) ( )
8. ARMY veterans adjust priorities in light of new circumstances. .... ( ) ( ) ( )
9. ARMY veterans recognize potential problems and take corrective action. .... ( ) ( ) ( )
10. ARMY veterans display dedication and loyalty to job and company. .... ( ) ( ) ( )
11. ARMY veterans profit from constructive performance feedback. .... ( ) ( ) ( )
12. ARMY veterans stick with a task until it is completed, in spite of distractions. .... ( ) ( ) ( )
13. ARMY veterans come up with alternative approaches which lead to a sound conclusion. .... ( ) ( ) ( )
14. ARMY veterans display self-discipline in personal and work activities. .... ( ) ( ) ( )
15. ARMY veterans participate as team members (e.g., help co-workers, share helpful information, etc.). .... ( ) ( ) ( )
16. ARMY veterans strive to take on increased responsibility. .... ( ) ( ) ( )
17. ARMY veterans follow prescribed safety standards. .... ( ) ( ) ( )
18. ARMY veterans are able to assemble and/or operate tools or equipment used on the job. .... ( ) ( ) ( )
19. ARMY veterans make it a practice to follow up on things to be sure they get done. .... ( ) ( ) ( )

Please go on to the next page



3a. (Continued) INDICATE HOW MUCH YOU AGREE OR DISAGREE WITH THE FOLLOWING STATEMENTS.

Select one response for each statement from the following scale:

DISAGREE COMPLETELY  
DISAGREE SOMEWHAT  
NEITHER AGREE NOR DISAGREE  
AGREE SOMEWHAT  
AGREE COMPLETELY

1. ARMY veterans are willing to put in extra time at work ..... ○○○○○
2. ARMY veterans ask pertinent questions which yield the information needed ..... ○○○○○
3. ARMY veterans act in a professional manner ..... ○○○○○
4. ARMY veterans listen carefully to instructions and carry them out ..... ○○○○○
5. ARMY veterans are punctual in getting to work ..... ○○○○○
6. ARMY veterans are organized and able to handle many things at once ..... ○○○○○
7. ARMY veterans recognize when help or advice from others is needed ..... ○○○○○
- 8a. ARMY veterans provide helpful, friendly service to others who may be impatient or indecisive ..... ○○○○○
- 8b. ARMY veterans seek clarification when something is unclear ..... ○○○○○
- 9a. ARMY veterans adapt to unusual work environments (e.g., confined spaces, damp or dirty areas, height, etc.) ..... ○○○○○
- 9b. ARMY veterans are efficient in completing assigned work ..... ○○○○○
10. ARMY veterans show respect for peers, subordinates, and supervisors ..... ○○○○○
11. ARMY veterans work well under close supervision ..... ○○○○○
12. ARMY veterans keep physically fit and understand the importance of good health ..... ○○○○○
13. ARMY veterans consistently check their work and correct errors ..... ○○○○○
14. ARMY veterans handle situations on their own without needing instruction ..... ○○○○○
15. ARMY veterans are able to adapt quickly to new situations and work well with newly formed groups ..... ○○○○○
16. ARMY veterans review their activities and assess need for change ..... ○○○○○
17. ARMY veterans are able to take on a leadership role when necessary and manage a group in completing a task ..... ○○○○○
18. ARMY veterans explain ideas clearly ..... ○○○○○
19. ARMY veterans act responsibly in caring for company property ..... ○○○○○
20. ARMY veterans can report accurately on what others have said ..... ○○○○○

3b. (Continued) IN YOUR OPINION, COMPARED TO JOB APPLICANTS IN GENERAL, DO ARMY VETERANS POSSESS LESS, THE SAME, OR MORE OF THESE CHARACTERISTICS?

Select one response for each statement from the following scale:

- LESS SAME MORE
- ..... ○ ○ ○
- ..... ○ ○ ○
- ..... ○ ○ ○
- ..... ○ ○ ○
- ..... ○ ○ ○
- ..... ○ ○ ○
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- ..... ○ ○ ○
- ..... ○ ○ ○
- ..... ○ ○ ○
- ..... ○ ○ ○
- ..... ○ ○ ○

Please go on to the next page

4. INDICATE IF THE FOLLOWING STATEMENTS ARE TRUE OR FALSE FOR THE ENTRY-LEVEL JOBS IN YOUR COMPANY:

- |   | True                  | False                 |
|---|-----------------------|-----------------------|
| a. Male veterans are more qualified than male nonveterans .....     | <input type="radio"/> | <input type="radio"/> |
| b. Male veterans are more qualified than female veterans .....      | <input type="radio"/> | <input type="radio"/> |
| c. Male veterans are more qualified than female nonveterans .....   | <input type="radio"/> | <input type="radio"/> |
| d. Female veterans are more qualified than female nonveterans ..... | <input type="radio"/> | <input type="radio"/> |
| e. Female veterans are more qualified than male veterans .....      | <input type="radio"/> | <input type="radio"/> |
| f. Female veterans are more qualified than male nonveterans .....   | <input type="radio"/> | <input type="radio"/> |

5. HOW MUCH KNOWLEDGE DO YOU HAVE ABOUT THE SKILLS AND ABILITIES OF ARMY VETERANS EMPLOYED BY YOUR COMPANY? (Mark only one)

- ☐ Very much  
☐ Much  
☐ Some  
☐ Little  
☐ None

6. HOW MANY PERMANENT EMPLOYEES WORK FOR YOUR COMPANY? (Mark only one)

- ☐ 1-10 permanent employees  
☐ 11-100 permanent employees  
☐ 101-500 permanent employees  
☐ Over 500 permanent employees

7. WHAT IS YOUR PRIMARY SOURCE OF NEW EMPLOYEES? (Mark only one)

- ☐ Employment agency  
☐ Employee referrals  
☐ Mailed resumes  
☐ Walk-in  
☐ College placement office  
☐ Newspaper advertisements  
☐ Other

8. WHO MAKES THE FINAL HIRING DECISIONS IN YOUR COMPANY? (Mark all that apply)

- ☐ President  
☐ Vice-President  
☐ Personnel or Human Resources Manager  
☐ Upper-level manager  
☐ Middle-level manager  
☐ Lower-level manager  
☐ Other

Please go on to the next page

9. WHAT IS THE MINIMUM LEVEL OF EDUCATION REQUIRED FOR MOST ENTRY-LEVEL JOBS IN YOUR COMPANY? (Mark only one)

- ☐ No high school diploma or equivalent credential required
- ☐ GED/ Equivalency
- ☐ High school diploma
- ☐ Vocational/ Technical school
- ☐ Associate's degree
- ☐ Bachelor's degree
- ☐ Graduate degree

10. DOES YOUR COMPANY HAVE A FORMAL JOB SKILLS TRAINING PROGRAM FOR NEW EMPLOYEES? YES NO  
☒ ☒

11. DOES YOUR COMPANY PRIMARILY PROMOTE FROM WITHIN? ☒ ☒

12. DOES YOUR COMPANY ASK JOB APPLICANTS IF THEY ARE VETERANS EITHER ON A JOB APPLICATION OR DURING AN INTERVIEW? ☒ ☒

13. DOES YOUR COMPANY HAVE A FORMAL POLICY FOR THE RECRUITMENT AND HIRING OF VETERANS? ☒ ☒

14. IN WHICH BRANCH(ES) OF THE MILITARY HAVE THE VETERANS IN YOUR COMPANY SERVED? (Mark all that apply)

- ☐ Army
- ☐ Navy
- ☐ Marine Corps
- ☐ Air Force
- ☐ Coast Guard
- ☐ There have not been any veterans working in our company
- ☐ Don't know

15. WHICH BRANCH OF THE MILITARY DO YOU FEEL BEST PREPARES VETERANS FOR ENTRY-LEVEL JOBS IN YOUR COMPANY? (Mark only one)

- ☐ Army
- ☐ Navy
- ☐ Marine Corps
- ☐ Air Force
- ☐ Coast Guard
- ☐ All branches prepare veterans for our entry-level jobs.
- ☐ The military does not prepare veterans for our entry-level jobs

16. WHAT PERCENTAGE OF ENLISTED SOLDIERS IN THE ARMY DO YOU THINK HAVE AT LEAST A HIGH SCHOOL DIPLOMA? (Mark only one)

- ☐ 100%
- ☐ 90%
- ☐ 80%
- ☐ 70%
- ☐ 60%
- ☐ 50%
- ☐ Less than 50%

Please go on to the next page

The following questions ask about your experience with the Reserves and the National Guard. The Reserves and the National Guard are separate components of the military services. Normally, both the Reserves and the Guard have a monthly weekend drill and two weeks annual training.

17. HAS YOUR COMPANY EVER EMPLOYED INDIVIDUALS WHO WERE IN THE RESERVES OR NATIONAL GUARD?

Mark only one:

- ☐ No
- ☐ Yes, but not in the last 5 years
- ☐ Yes, in the last 5 years, but not currently
- ☐ Yes, currently
- ☐ Don't know

18. IN WHICH BRANCH OF THE RESERVES/NATIONAL GUARD DO THE INDIVIDUALS IN YOUR COMPANY SERVE?

Mark all that apply:

- ☐ Does not apply in the last 5 years we have not had any employees who were in the Reserves or National Guard
- ☐ Army Reserve
- ☐ Marine Corps Reserve
- ☐ Air Force Reserve
- ☐ Navy Reserve
- ☐ Army National Guard
- ☐ Air National Guard
- ☐ Don't know

19. HOW DIFFICULT HAS IT BEEN TO ACCOMMODATE THE ANNUAL TRAINING REQUIREMENT INTO THE WORK SCHEDULE OF THE EMPLOYEE-MEMBERS OF THE RESERVES/NATIONAL GUARD? (Normally one weekend a month and 14-15 days a year) Mark only one:

- ☐ Does not apply in the last 5 years we have not had any employees who were in the Reserves or National Guard
- ☐ Not difficult at all
- ☐ Somewhat difficult
- ☐ Very difficult
- ☐ Almost impossible
- ☐ Don't know

20. HOW USEFUL OR DETRIMENTAL TO YOUR COMPANY ARE THE MILITARY SKILLS LEARNED BY YOUR EMPLOYEES WHO ARE MEMBERS OF THE RESERVES/NATIONAL GUARD? (Mark only one)

- ☐ Does not apply in the last 5 years we have not had any employees who were in the Reserves or National Guard
- ☐ Very useful
- ☐ Useful
- ☐ Neither useful nor detrimental
- ☐ Detrimental
- ☐ Very detrimental
- ☐ Don't know

Please go on to the next page

21. HOW WOULD YOU DESCRIBE YOUR COMPANY'S PERSONNEL POLICIES ABOUT EMPLOYEES' PARTICIPATION IN THE RESERVES, NATIONAL GUARD? (Mark only one)

- ☐ Very supportive
- ☐ Supportive
- ☐ Neither supportive nor non-supportive
- ☐ Non-supportive
- ☐ Very non-supportive
- ☐ There are no policies on this issue
- ☐ Don't know

22. THE CHANGES OVER THE LAST TEN YEARS IN YOUR COMPANY'S POLICY TOWARDS EMPLOYEE PARTICIPATION IN RESERVES, NATIONAL GUARD TRAINING CAN BE DESCRIBED IN WHICH OF THE FOLLOWING WAYS. (Mark only one)

- ☐ Much more supportive
- ☐ Somewhat more supportive
- ☐ Less supportive
- ☐ Much less supportive
- ☐ There have been no changes in the last ten years
- ☐ Don't know

23. IN YOUR PERSONAL OPINION, HOW CRITICAL ARE THE RESERVES, NATIONAL GUARD TO THE NATION'S DEFENSE? (Mark only one)

- ☐ Critical
- ☐ Important
- ☐ Unimportant
- ☐ Don't know

#### SURVEY COMPLETION

Thank you for completing this survey. Now . . . To finish you need to:

- Step 1. Put this booklet in the business reply envelope provided.
- Step 2. Seal the envelope.
- Step 3. Mail the envelope as soon as possible.

You will receive a copy of the general results of this survey as soon as they become available

THANK YOU FOR YOUR COOPERATION.

## APPENDIX E

### ARMY SKILLS AND ABILITIES SURVEY

The purpose of this survey is to get your ideas on the kinds of skills and abilities that are acquired during a recruit's first term of service in the Army. We would like to know the kinds of skills and abilities that are acquired by all or nearly all first term enlistees regardless of MOS. In other words, if the skill or ability is acquired in some MOS, but not in other MOS, then it should be rated low. A skill or ability should be rated high only if it is acquired by first term enlistees in all MOS.

Please review the list of skills and abilities presented below. Using the scale below, please rate these skills and abilities according to the degree to which you feel they are acquired during a recruit's first term of service.

- 5 = Acquired to a large degree in all or nearly all first term enlistees
- 4 = Acquired to a fairly large degree in all or nearly all first term enlistees
- 3 = Acquired to a moderate degree in all or nearly all first term enlistees
- 2 = Acquired to a small degree in all or nearly all first term enlistees
- 1 = Not acquired in all or nearly all first term enlistees

#### List of Skills

1. Displays pride and enthusiasm in doing the work well	5	4	3	2	1
2. Uses good judgment in setting work priorities to meet deadlines and schedules	5	4	3	2	1
3. Skillfully determines what the problem really is and how it can be solved	5	4	3	2	1
4. Works cooperatively with people of different personalities, race, sex, etc.	5	4	3	2	1
5. Prepares clear and concise written material	5	4	3	2	1
6. Is able to absorb training quickly	5	4	3	2	1
7. Displays good hand-eye coordination	5	4	3	2	1
8. Is able to add, subtract, multiply, and divide quickly and accurately	5	4	3	2	1
9. Types with good accuracy and speed	5	4	3	2	1
10. Understands how mechanical equipment works well enough to diagnose problems	5	4	3	2	1
11. Maintains accuracy on repetitive tasks	5	4	3	2	1
12. Adjusts priorities in light of new circumstances	5	4	3	2	1

Please go on to the next page

- 5 = Acquired to a large degree in all or nearly all first term enlistees  
 4 = Acquired to a moderate degree in all or nearly all first term enlistees  
 3 = Acquired to a moderate degree in all or nearly all first term enlistees  
 2 = Acquired to a small degree in all or nearly all first term enlistees  
 1 = Not acquired in all or nearly all first term enlistees

13. Recognizes a problem is building up, and immediately takes corrective action	5	4	3	2	1
14. Is able to help customers identify their needs, and tie sales efforts to those needs	5	4	3	2	1
15. Speaks with clarity and conciseness	5	4	3	2	1
16. Profits from constructive performance feedback	5	4	3	2	1
17. Operates machinery with good manual dexterity, stamina, and agility	5	4	3	2	1
18. Consistently checks calculations, and corrects errors	5	4	3	2	1
19. Visualizes how to prepare materials to be typed for best effect	5	4	3	2	1
20. Is able to understand and use mechanical drawings, layouts, diagrams, etc.	5	4	3	2	1
21. Maintains files so they can be easily found	5	4	3	2	1
22. Is able to recall large amounts of detailed information	5	4	3	2	1
23. Sticks with a task until it is completed, in spite of distractions	5	4	3	2	1
24. Comes up with alternative approaches which lead to a sound conclusion	5	4	3	2	1
25. Participates as a team member, e.g., helps co-workers, shares helpful information, etc.	5	4	3	2	1
26. Records information legibly, e.g., billing information, accounts payable, etc.	5	4	3	2	1
27. Reaches out for tasks of increasing complexity and responsibility	5	4	3	2	1
28. Follows prescribed safety standards	5	4	3	2	1

Please go on to the next page

2

- 5 = Acquired to a large degree in all or nearly all first term enlistees  
 4 = Acquired to a fairly large degree in all or nearly all first term enlistees  
 3 = Acquired to a moderate degree in all or nearly all first term enlistees  
 2 = Acquired to a small degree in all or nearly all first term enlistees  
 1 = Not acquired in all or nearly all first term enlistees

29. Skillfully operates calculators and adding machines	5	4	3	2	1
30. Quickly and accurately enters information into a computer via keyboard equipment, e.g., word processing equipment, computer terminal, etc.	5	4	3	2	1
31. Is able to assemble and operate tools or equipment used on the job	5	4	3	2	1
32. Makes it a practice to follow up on things to be sure they get done	5	4	3	2	1
33. Is ready to put in extra time at work	5	4	2	2	1
34. Asks pertinent questions which yield the information needed	5	4	2	2	1
35. Is aware of impact s/he makes on people, e.g., dresses appropriately, uses business-like manner	5	4	3	2	1
36. Listens carefully to instructions and correctly carries them out	5	4	3	2	1
37. Remains alert to potential safety hazards	5	4	3	2	1
38. Is able to make correct change for a customer	5	4	3	2	1
39. Is knowledgeable in grammar, punctuation, and meaning of words	5	4	3	2	1
40. Is able to apply knowledge and skill in elementary science, e.g., basic chemistry, biology, etc.	5	4	3	2	1
41. Is punctual and dependable in getting to work	5	4	3	2	1
42. Is organized and able to handle well many things at once	5	4	3	2	1
43. Recognizes when help or advice from others is needed, and gets it	5	4	3	2	1

Please go on to the next page

1



- 5 = Acquired to a large degree in all or nearly all first term enlistees  
 4 = Acquired to a moderately large degree in all or nearly all first term enlistees  
 3 = Acquired to a moderate degree in all or nearly all first term enlistees  
 2 = Acquired to a small degree in all or nearly all first term enlistees  
 1 = Not acquired in all or nearly all first term enlistees

44. Provides helpful, friendly service to customers, even though they may be impatient or indecisive	5	4	3	2	1
45. Seeks clarification when something is unclear	5	4	3	2	1
46. Adapts to unusual work environment, e.g., confined spaces, damp or dirty areas, height, etc.	5	4	3	2	1
47. Is able to carry out computations involving formulas	5	4	3	2	1
48. Detects incorrect spellings in material being processed	5	4	3	2	1
49. Carries out careful, systematic experiments or analyses so work can be replicated easily	5	4	3	2	1
50. Makes suggestions for more efficient, less costly ways of doing things	5	4	3	2	1
51. Works well under close supervision	5	4	3	2	1
52. Is able to read and comprehend written materials	5	4	3	2	1
53. Has valid driver's license and can operate company vehicle	5	4	3	2	1
54. Recognizes when a calculation is "out of line"	5	4	3	2	1
55. Consistently proofreads work and corrects errors	5	4	3	2	1
56. Handles situations on his/her own without needing to be told	5	4	3	2	1
57. Takes care to use proper English	5	4	3	2	1
58. Is proficient in transcribing machine dictation	5	4	3	2	1
59. Reviews activities and assesses need for change	5	4	3	2	1
60. Explains ideas clearly	5	4	3	2	1

Please go on to the next page

4

- 5 = Acquired to a large degree in all or nearly all first term enlistees
- 4 = Acquired to a fairly large degree in all or nearly all first term enlistees
- 3 = Acquired to a moderate degree in all or nearly all first term enlistees
- 2 = Acquired to a small degree in all or nearly all first term enlistees
- 1 = Not acquired in all or nearly all first term enlistees

61. Takes shorthand and transcribes notes with speed and accuracy	5	4	3	2	1
62. Can report accurately on what others have said	5	4	3	2	1
63. Quickly locates items in alphabetical lists	5	4	3	2	1
64. Reads accurately for information and detail	5	4	3	2	1

Thank you for your participation

5

## APPENDIX F

### Letters Sent with Survey Mailings



SECRETARY OF THE ARMY  
WASHINGTON

January 25, 1990



Dear Employer:

Between now and the year 2000, 1.5 million Army veterans will be entering the civilian workforce. These men and women will bring with them a variety of personal skills acquired during their military service. They will add those skills to the Nation's labor pool, and as a group they will comprise a means of adding to the productivity that is so critical to our Nation's success in an increasingly competitive marketplace.

The United States Army Research Institute has been directed to conduct a national survey of businesses to determine how employers feel about the skills and personal characteristics enlisted veterans may acquire during their initial tour of duty in the military. In the next few weeks, you will be contacted either by phone or through a mail survey. I would be grateful if you would take the time to respond to the questionnaire. To ensure confidentiality, your response will be combined with all others in the sample. Neither your name nor your company's name will be released.

Your participation in this survey will provide information that is beneficial to the Nation, as well as to the United States Army and civilian employers. In addition, a copy of the results from this survey effort will be sent to you at the completion of the project.

I would like to thank you in advance for your time and cooperation.

Sincerely,

M. P. W. Stone



SECRETARY OF THE ARMY  
WASHINGTON

January 30, 1990



Dear Employer:

Enclosed is a copy of the national Survey of Employers which I mentioned to you in my recent letter. I would be most grateful if you would fill out this survey or have it completed by someone you feel is best qualified to represent your company's hiring policies. It can be returned in the enclosed business reply envelope.

I want to thank you personally for your time and cooperation in completing and returning the survey.

Sincerely,

M. P. W. Stone

Enclosure



REF ID: A777777

DEPARTMENT OF THE ARMY  
US ARMY RESEARCH INSTITUTE  
3001 EISENHOWER AVENUE  
ALEXANDRIA, VIRGINIA 22333-8400

March 6, 1990

Dear Employer:

During the last few weeks a questionnaire was sent to you asking for your perceptions of the skills and abilities of enlisted Army veterans.

If you have already completed and returned the survey, please accept my appreciation for your effort. If you chose not to participate, I ask you to please reconsider, as your individual participation is quite important to the accuracy of the study. By design, we are sampling all sizes of organizations from single person businesses to large corporations and your opinions are important even if you currently have no veterans working for you.

In the event that you did not receive the survey questionnaire or that you may wish to participate, a replacement is enclosed.

My sincere thanks for your time and assistance.

Sincerely,

A handwritten signature in cursive script, reading "Edgar M. Johnson", is positioned above the typed name.

Edgar M. Johnson  
Technical Director, ARI and  
Chief Psychologist, U.S. Army

Enclosure



REPLY TO  
ATTENTION OF

DEPARTMENT OF THE ARMY  
US ARMY RESEARCH INSTITUTE  
5001 EISENHOWER AVENUE  
ALEXANDRIA, VIRGINIA 22333-5600

Dear Employer:

I would like to thank you on behalf of the U.S. Army for participating in our recent national survey. You have provided much needed information about employers' perceptions of the skills and abilities acquirable by enlisted Army veterans and your efforts are sincerely appreciated.

For your demonstrated interest, we will be sending you a summary of the major findings and conclusions as soon as the results have been analyzed. Any additional information may be obtained by writing to the following address:

U.S. Army Research Institute  
ATTN: PERI-RG (Dr. Benedict)  
5001 Eisenhower Avenue  
Alexandria, VA 22333-5600

Again, thank you for your time and cooperation.

Sincerely,

Edgar M. Johnson  
Technical Director, ARI and  
Chief Psychologist, U.S. Army

## APPENDIX G

### Interview Script

#### THE 1989 ARI SURVEY OF EMPLOYERS

Hello, my name is (YOUR NAME). I would like to thank you for taking the time to talk to me. As you were told on the phone, I represent HumARO International, Incorporated, a human resources research firm based near Washington, D.C. We are conducting research sponsored by the Department of the Army which involves a nationwide survey of civilian employers. The survey will investigate the attitudes of civilian employers towards people with Army experience. Your company (NAME OF COMPANY) has been randomly selected to be interviewed as part of this project.

In this study, we are trying to determine if there is any relationship between military skills and abilities and what abilities employers desire in their entry-level employees. As a participant in this study, you will be asked to evaluate the skills and abilities of recent Army veterans and to answer some questions about your company. This information will be used for research purposes only and will have no adverse effects on you or your company.

The statement I am about to read to you explains your rights to privacy during this study:

The Privacy Act of 1974 requires that you be informed of the purpose and uses to be made of the information that is collected.

The Department of the Army may collect the information requested in the ARI Survey of Employers under the authority of 10 United States Code 2258.

Providing information in this questionnaire is voluntary. Failure to respond to any particular question will not result in any penalty.

The information collected in the survey will be used to evaluate and improve military personnel and recruiting policies. This information will be used for research and analysis purposes only.

Before we start, let me tell you a little bit about the survey process, as most people have not participated in a survey like this before. You will be asked two kinds of questions. For most of the questions, you will be given a set of answers, and you will be asked to choose the one that is closest to your own view. Although none of the answers may fit your ideas exactly, choosing the response closest to your views will enable us to compare your answers more easily with those of other people. For other questions, I will be asking you to answer in your own words. For those cases, I will have to write down what you say without summarizing anything.

Do you have any questions before we begin?



## SECTION I

In the first section of this survey, we would appreciate information on the kinds of skills and abilities that you, as an employer, value in your entry-level employees. When answering the following questions, please respond as accurately as possible thinking about your entire company, all of (NAME OF COMPANY) as opposed to your location or department. Consult records if you want. All your responses are completely confidential and neither your name nor the company's name will be associated with your responses.

1. For the first section, we would like you to indicate how important the following skills and abilities are for entry-level success across all jobs in your company. Select one response for each statement from the following scale of 1 to 5: (GIVE INTERVIEWEE SCALE CARD) Here is a card you can refer to as I read through the list.

5 indicates that this skill or ability is very important for entry-level success.

1 indicates that this skill or ability is not at all important for entry-level success.

Do you have any questions?

a. Is dependable	5	4	3	2	1
b. Displays enthusiasm in doing work well	5	4	3	2	1
c. Uses good judgment in setting work priorities to meet deadlines and schedules	5	4	3	2	1
d. Is able to define a problem and determine the solution	5	4	3	2	1
e. Displays self-confidence	5	4	3	2	1
f. Works cooperatively with people of different personalities, race, and sex.	5	4	3	2	1

g. Is able to absorb training quickly	5	4	3	2	1
h. Adjusts priorities in light of new circumstances	5	4	3	2	1
i. Recognizes potential problems and takes corrective action	5	4	3	2	1
j. Displays dedication and loyalty to job and company	5	4	3	2	1
k. Profits from constructive performance feedback	5	4	3	2	1
l. Sticks with a task until it is completed, in spite of distractions	5	4	3	2	1
m. Comes up with alternative approaches which lead to a sound conclusion	5	4	3	2	1
n. Displays self-discipline in personal and work activities	5	4	3	2	1
o. Participates as a team member (for example, helps co-workers, shares helpful information, and so forth)	5	4	3	2	1
p. Strives to take on increased responsibility	5	4	3	2	1
q. Follows prescribed safety standards	5	4	3	2	1
r. Is able to assemble and/or operate tools or equipment used on the job	5	4	3	2	1
s. Makes it a practice to follow up on things to be sure they get done	5	4	3	2	1
t. Is willing to put in extra time at work	5	4	3	2	1
u. Asks pertinent questions which yield the information needed	5	4	3	2	1
v. Acts in a professional manner	5	4	3	2	1
w. Listens carefully to instructions and carries them out	5	4	3	2	1
x. Is punctual in getting to work	5	4	3	2	1

y. Is organized and able to handle many things at once	5	4	3	2	1
z. Recognizes when help or advice from others is needed	5	4	3	2	1
aa. Provides helpful, friendly service to others who may be impatient or indecisive	5	4	3	2	1
ab. Seeks clarification when something is unclear	5	4	3	2	1
ac. Adapts to unusual work environments (for example, confined spaces, damp or dirty areas, height, and so forth)	5	4	3	2	1
ad. Is efficient in completing assigned work	5	4	3	2	1
ae. Shows respect for peers, subordinates, and supervisors	5	4	3	2	1
af. Works well under close supervision	5	4	3	2	1
ag. Keeps physically fit and understands the importance of good health	5	4	3	2	1
ah. Consistently checks his/her work and corrects errors	5	4	3	2	1
ai. Handles situations on his/her own without needing instruction	5	4	3	2	1
aj. Is able to adapt quickly to new situations and works well with newly formed groups	5	4	3	2	1
ak. Reviews own activities and assesses need for change	5	4	3	2	1
al. Is able to take on a leadership role when necessary and manage a group in completing a task	5	4	3	2	1
am. Explains ideas clearly	5	4	3	2	1
an. Acts responsibly in caring for company property	5	4	3	2	1

5. Can report accurately on what others have said      5   4   3   2   1

That concludes the list. May I have the scale card please?

2. Please describe any skills, abilities, or personal attributes that were not included in the previous list that you feel are critical for entry-level success in your company.

(IF NECESSARY) Could you say more about what you mean?

Anything else?

When answering this next set of questions, please think only in terms of:

- enlisted ARMY veterans,
- who served only one term of service (a 2, 3, or 4 year tour), and
- were discharged after 1985.

The list I will read to you is similar to the first list. It is unique in that it will determine the extent to which ARMY veterans display the skills and abilities listed previously.

3. Indicate how much you AGREE or DISAGREE with the following statements. Select one response for each statement from the following scale of 1 to 5: (GIVE INTERVIEWEE SCALE CARD) Here is a card you can refer to as I read through the list.

- 5 indicates you agree completely with this statement
- 4 indicates you agree somewhat
- 3 indicates you neither agree nor disagree
- 2 indicates you disagree somewhat
- 1 indicates you disagree completely

In your opinion, compared to job applicants in general, do ARMY veterans possess LESS, the SAME, or MORE of these characteristics? Select one response for each statement from the following scale of 1 to 3: This scale is also printed on your card.

- 3 indicates ARMY veterans possess more of the characteristic
- 2 indicates ARMY veterans possess the same amount of the characteristic
- 1 indicates ARMY veterans possess less of the characteristic

READ FOR THE FIRST COUPLE OF CHARACTERISTICS ON THE LIST.

	How much do you agree or disagree?	Do ARMY veterans have less, the same, or more?
a. ARMY veterans are dependable.	5 4 3 2 1	3 2 1
b. ARMY veterans display enthusiasm in doing work well.	5 4 3 2 1	3 2 1
c. ARMY veterans use good judgment in setting work priorities to meet deadlines and schedules.	5 4 3 2 1	3 2 1
d. ARMY veterans are able to define a problem and determine the solution.	5 4 3 2 1	3 2 1
e. ARMY veterans display self-confidence.	5 4 3 2 1	3 2 1

f. ARMY veterans work cooperatively with people of different personalities, race, and sex.	5	4	3	2	1	3	2	1
g. ARMY veterans are able to absorb training quickly.	5	4	3	2	1	3	2	1
h. ARMY veterans adjust priorities in light of new circumstances.	5	4	3	2	1	3	2	1
i. ARMY veterans recognize potential problems and take corrective action.	5	4	3	2	1	3	2	1
j. ARMY veterans display dedication and loyalty to job and company.	5	4	3	2	1	3	2	1
k. ARMY veterans profit from constructive performance feedback.	5	4	3	2	1	3	2	1
l. ARMY veterans stick with a task until it is completed, in spite of distractions.	5	4	3	2	1	3	2	1
m. ARMY veterans come up with alternative approaches which lead to a sound conclusion.	5	4	3	2	1	3	2	1
n. ARMY veterans display self-discipline in personal and work activities.	5	4	3	2	1	3	2	1
o. ARMY veterans participate as team members for example, help co-workers, share helpful information, and so forth).	5	4	3	2	1	3	2	1
p. ARMY veterans strive to take on increased responsibility.	5	4	3	2	1	3	2	1
q. ARMY veterans follow prescribed safety standards.	5	4	3	2	1	3	2	1
r. ARMY veterans are able to assemble and/or operate tools or equipment used on the job.	5	4	3	2	1	3	2	1
s. ARMY veterans make it a practice to follow up things to be sure they get done.	5	4	3	2	1	3	2	1
t. ARMY veterans are willing to put in extra time at work.	5	4	3	2	1	3	2	1

u. ARMY veterans ask pertinent questions which yield the information needed.	5	4	3	2	1	3	2	1
v. ARMY veterans act in a professional manner.	5	4	3	2	1	3	2	1
w. ARMY veterans listen carefully to instructions and carry them out.	5	4	3	2	1	3	2	1
x. ARMY veterans are punctual in getting to work.	5	4	3	2	1	3	2	1
y. ARMY veterans are organized and able to handle many things at once.	5	4	3	2	1	3	2	1
z. ARMY veterans recognize when help or advice from others is needed.	5	4	3	2	1	3	2	1
aa. ARMY veterans provide helpful, friendly services to others who may be impatient or indecisive.	5	4	3	2	1	3	2	1
ab. ARMY veterans seek clarification when something is unclear.	5	4	3	2	1	3	2	1
ac. ARMY veterans adapt to unusual work environments (for example, confined spaces, damp or dirty areas, height, and so forth)	5	4	3	2	1	3	2	1
ad. ARMY veterans are efficient in completing assigned work.	5	4	3	2	1	3	2	1
ae. ARMY veterans show respect for peers, subordinates and supervisors.	5	4	3	2	1	3	2	1
af. ARMY veterans work well under close supervision.	5	4	3	2	1	3	2	1
ag. ARMY veterans keep physically fit and understand the importance of good health.	5	4	3	2	1	3	2	1
ah. ARMY veterans consistently check their work and correct errors.	5	4	3	2	1	3	2	1
ai. ARMY veterans handle situations on their own without needing instruction.	5	4	3	2	1	3	2	1



aj. ARMY veterans are able to adapt quickly to new situations and work well with newly formed groups.	5	4	3	2	1	3	2	1
ak. ARMY veterans review their activities and assess need for change.	5	4	3	2	1	3	2	1
al. ARMY veterans are able to take on a leadership role when necessary and manage a group in completing a task.	5	4	3	2	1	3	2	1
am. ARMY veterans explain ideas clearly.	5	4	3	2	1	3	2	1
an. ARMY veterans act responsibly in caring for company property.	5	4	3	2	1	3	2	1
ao. ARMY veterans can report accurately on what others have said.	5	4	3	2	1	3	2	1

4. I will now ask you to make a number of comparisons between males and females and veterans and nonveterans. Please indicate if the following statements are true or false for the entry-level jobs in your company:

- |  |   |   |
|--|---|---|
| a. Male veterans are more qualified than male nonveterans.     | T | F |
| b. Male veterans are more qualified than female veterans.      | T | F |
| c. Male veterans are more qualified than female nonveterans.   | T | F |
| d. Female veterans are more qualified than female nonveterans. | T | F |
| e. Female veterans are more qualified than male veterans.      | T | F |
| f. Female veterans are more qualified than male nonveterans.   | T | F |

5. How much knowledge do you have about the skills and abilities of ARMY veterans employed by your company?

- a. Very much
- b. Much
- c. Some
- d. Little
- e. None

6. How many permanent employees work for your company? (GIVE THEM A CHANCE TO ANSWER, THEN MARK THE APPROPRIATE CATEGORY. IF THEY PAUSE SAY, "ARE THERE 1 TO 10, 11 TO 100,...")

- a. 1-10 permanent employees
- b. 11-100 permanent employees
- c. 101-500 permanent employees
- d. Over 500 permanent employees

7. What is your primary source of new employees?

- a. Employment agencies
- b. Employee referrals
- c. Mailed resumes
- d. Walk-ins
- e. College placement offices
- f. Newspaper advertisements
- g. Something else

8. Who makes the final hiring decisions in your company?  
Answer all that apply.

- a. President
- b. Vice-President
- c. Personnel or Human Resources Manager
- d. Upper-level manager
- e. Mid-level manager
- f. Lower-level manager
- g. Someone else

9. What is the minimum level of education required for most entry-level jobs in your company?

- a. No high school diploma or equivalent credential required
- b. GED/Equivalency
- c. High school diploma
- d. Vocational/Technical school
- e. Associate's degree
- f. Bachelor's Degree
- g. Graduate degree

For the following questions we would like you to answer yes or no:

- |   |   |   |
|---|---|---|
| 10. Does your company have a formal job skills training program for new employees?                                | Y | N |
| 11. Does your company primarily promote from within?  | Y | N |
| 12. Does your company ask job applicants if they are veterans either on a job application or during an interview? | Y | N |
| 13. Does your company have a formal policy for the recruitment and hiring of veterans?                            | Y | N |
| 14. In which branch(es) of the military have the veterans in your company served? Answer all that apply.          |   |   |

READ EACH RESPONSE CHOICE AND THEN PAUSE FOR A YES OR NO RESPONSE.

- a. Army
- b. Navy
- c. Marine Corps
- d. Air Force
- e. Coast Guard
- f. There have not been any veterans working in our company.
- g. Don't know

15. Which branch of the military do you feel best prepares veterans for entry-level jobs in your company? Answer only one.
- a. Army
  - b. Navy
  - c. Marine Corps
  - d. Air Force
  - e. Coast Guard
  - f. All branches prepare veterans for our entry level jobs.
  - g. The military does not prepare veterans for our entry level jobs.
16. What percentage of enlisted soldiers in the Army do you think have at least a high school diploma?
- a. 100 %
  - b. 90 %
  - c. 80 %
  - d. 70 %
  - e. 60 %
  - f. 50 %
  - g. Less than 50 %

This next set of questions asks about your experience with employees in the Reserves and the National Guard. The Reserves and the National Guard are separate components of the military services. Normally, both the Reserves and the Guard have a monthly weekend drill and two weeks annual training.

17. Has your company ever employed individuals who were members of the Reserves or National Guard?
- a. No (SKIP TO #21)
  - b. Yes, but not in the last 5 years (SKIP TO #21)
  - c. Yes, in the last 5 years, but not currently
  - d. Yes, currently
  - e. Don't know (SKIP TO #21)

18. In which branch of the Reserves/National Guard have these individuals served? Answer all that apply

READ EACH RESPONSE CHOICE AND THEN PAUSE FOR A YES OR NO RESPONSE.

Does not apply. In the last 5 years, we have not had any employees who were in the reserves or national guard.

- a. Army Reserve
- b. Marine Corps Reserve
- c. Air Force Reserve
- d. Navy Reserve
- e. Army National Guard
- f. Air National Guard
- g. Don't know

19. How difficult has it been to accommodate the annual training requirement into the work schedule of these employees who are members of the Reserves/National Guard?

Does not apply. In the last 5 years, we have not had any employees who were in the reserves or national guard.

- a. Not at all difficult
- b. Somewhat difficult
- c. Very difficult
- d. Almost impossible
- e. Don't know

20. How useful or detrimental to your company are the military skills learned by your employees who are members of the Reserves/National Guard?

Does not apply. In the last 5 years, we have not had any employees who were in the reserves or national guard.

- a. Very useful
- b. Useful
- c. Neither useful nor detrimental
- d. Detrimental
- e. Very detrimental
- f. Don't know

21. How would you describe your company's personnel policies toward employees' participation in the Reserves/National Guard?
- a. Very supportive
  - b. Supportive
  - c. Neither supportive nor non-supportive
  - d. Non-supportive
  - e. Very non-supportive
  - f. There are no policies on this issue.
  - g. Don't know
22. The changes over the last ten years in your company's policy towards employee participation in Reserves/National Guard training can be described in which one of the following ways:
- a. Much more supportive
  - b. Somewhat more supportive
  - c. Less supportive
  - d. Much less supportive
  - e. There have been no changes in the last ten years.
  - f. Don't know
23. In your personal opinion, how critical are the Reserves/National Guard to the nation's defense?
- a. Critical
  - b. Important
  - c. Unimportant
  - d. Don't know

## APPENDIX H

### Lessons Learned from the 1990 ARI Survey of Employers

In a survey of this magnitude, the first attempt is likely to yield many recommendations for future administrations. Overall, the project ran smoothly, but any endeavor can profit from improvements, and the following are the recommendations for future administrations of the Survey of Employers.

#### Administration

The Survey of Employers was administered in two ways: by mail and in-person interviews. The two procedures were used to compare the results and determine which procedure was most effective and appropriate for this survey.

The in-person interview produced a higher response rate than the mail-out sample (59% and 33%, respectively). In addition, the interview sample provided an understanding of the respondents and some of the reasoning behind certain responses. For example, the number of missing responses was surprisingly high on the less/same/more scale, from 66 to 86 missing on the 41 questions. In the interviewers' logs, it was noted that the respondents claimed they were not qualified to make these judgments due to lack of personal experience with veterans. Information gained through the interview also indicated to researchers if a question was unclear or misinterpreted. This information aided in understanding the analysis results and will be used to improve future versions of the survey.

Despite these advantages, the interview procedure was much more costly per company than the mail-out procedure. Therefore, the decision to use interviews should be based on the objectives of the future survey administrations, and whether the benefits outweigh the costs.

#### Sample

If interviews are conducted in future surveys, modifications should be made to the sampling plan. The 1990 Survey of Employers interview sample included 7 or 8 companies in each of the 15 major metropolitan areas to contact by telephone in an attempt to schedule an interview. If the number of companies called were increased, a larger response sample would result and this would allow for more interviews per trip. The cost per interview substantially decreases as the number of interviews conducted on each trip increases.

In the next sampling plan, companies with 1 employee should be eliminated from the sampling frame. These owners can not respond to a majority of the items (e.g., those dealing with hiring policies, training). Although the rating scales do apply to all employers because they were

intended to be based on experiences or perceptions, in the interview logs it was noted that the owners of 1 employee companies were very leery of answering even the scales. They felt because they had no employees on which to base the importance or the comparisons, they should not respond to the items.

It is recommended that future sampling plans of the Survey of Employers include public sector organizations. Historically, fire departments, police departments, and other public sector organizations have hired a large number of veterans. These employers' opinions need to be examined, along with the private sector, as they too are prospective employers of veterans.

Through the reminder phone calls and returned surveys from the post office, we discovered that there were a substantial number of wrong addresses in our sample dataset. In any national database, there will be a certain number of errors that can not be avoided due to the ongoing changes in the status of companies. The response rate is greatly affected by these errors, therefore it is recommended that everything possible be done to keep the number of errors down. This includes thoroughly investigating the quality of the database and keeping the period between the sample selection and the mail-out as short as possible.

#### Modified Item

The response choices for question 5, "How much knowledge do you have about the skills and abilities of Army veterans employed by your company?" should be modified. As is, there is no response for those companies who do not have veterans employed. The last response choice should be, "There have not been any veterans working in our company", or the item itself should be modified. It was discovered through the interviews that this item caused confusion. In order to remedy this problem, the item was analyzed for only those companies who reported having a veteran employed.

#### Targeted Respondent

In the 1990 survey, the mailing label was addressed to the name of the CEO, or if that information was missing it was addressed to "President." A number of surveys did not reach the appropriate person because the CEO had left or changed locations. In the next mailing the label should read "Mr. Smith or current President" to guard against this problem.

In the letter accompanying the survey, it should be clearly indicated that the survey is meant for the hiring policy-maker. Researchers may also consider enclosing a second survey to the larger companies to be given to the front line supervisor. Front line supervisors may have a more accurate responses about the performance of veterans.

The initial letter should also clearly indicate that all employers should respond, not just those who have had experience with veterans. A



statement should be made that the Army is interested in the opinions of employers with veterans, as well as the perceptions held by employers who have never had experience with veterans. The interviews, phone calls, and notes returned with incomplete surveys indicated that a great deal of companies did not have veteran experience, therefore they did not complete the survey.

#### Length of Survey

It is recommended that the survey be shortened. The notes returned and the interviews indicated that the respondents found the survey to be long and cumbersome. The number of missing responses in the agree/disagree scale jumped from 5 to 17 as the page turned to the final page of the scales, indicating that the respondents were becoming tired. Two suggestions are that the list of attributes should be shortened on the agree/disagree and less/same/more scales should be combined.